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HUMAN RESOURCES IN AFRICAN DEVELOPMENT

Proceedings of the Second Meeting of ECA Conference of Ministers Responsible for Human Resources Planning, Development and Utilization and its Subsidiary Organs

(Addis Ababa, 9-16 October 1984)

P R E F A C E

The Conference of Ministers Responsible for Human Resources Planning, Development and Utilization was established by the ECA Conference of Ministers, at its sixth meeting on 12 April 1980, as one of its nine sectoral ministerial conferences. The mandate of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization, as defined in resolution 389(XV), is to coordinate and rationalize human resources development policies and programmes at the regional level. It is also to coordinate regional activities in human resources planning, development and utilization. Finally, the resolution specified the principal bodies which would be responsible for review of developments, policies and programmes in the human resources sector and provide guidelines for future action.

In accordance with the provisions of the above resolution, the first meeting of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization was held in Monrovia, Republic of Liberia, from 5-7 October 1981, preceded by a meeting of its Technical Committee of Officials. The report of the first meeting of this conference (EC/ECA/CM.8/3), which was adopted by the ECA Conference of Ministers by resolution 444(XVII) of 30 April 1982, indicated actions to be taken at the national, regional and international levels to promote the development of Africa's human resources. In the interest of clearer definition of the role and functions of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization, the same resolution also requested that its second meeting should study the Conference's operational scope and relations between its activities and those of other regional conferences of ministers dealing with specific aspects of human resources. Consultations were also to be held with the Organization of African Unity, specialized agencies and bodies of the United Nations system and other appropriate organizations operating in this field in Africa, in order to harmonize policies, consolidate programmes and maximize the effectiveness of their services to African States.

The second meeting of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization took place in Africa Hall, Addis Ababa, Ethiopia, from 15-16 October 1984. It was preceded by a meeting of the Ministerial Follow-up Committee of Nine (13 October 1984) and the Technical Committee of Officials (9-14 October 1984). The present publication is essentially a record of the proceedings of these bodies. It is divided into three parts, each dealing with the work of each of the three bodies.

The deliberations of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization and its subsidiary bodies, as presented in this publication, are an important source of information on activities currently undertaken by national governments in Africa, United Nations agencies and bodies, the Organization of African Unity and the Economic Commission for Africa itself, to effectively plan, rationally develop, and efficiently utilize Africa's greatest asset, its human resources. The deliberations also reveal the high degree of institutionalization of the regional institutional machinery for the review and coordination of programmes, policies and actions in human resources. As such, this publication will be of use not only to

government ministries, departments and agencies directly responsible for human resources management in the public sector, but also to those concerned with the all important issue of socio-economic development in our African continent.

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PART TWO

REPORT OF THE FIRST AND SECOND MEETINGS OF THE MINISTERIAL FOLLOW-UP COMMITTEE OF NINE

(ADDIS ABABA, ETHIOPIA, 21-23 FEBRUARY 1983 AND 13 OCTOBER 1984)

I. Introduction

1. The report which follows relates to the two meetings of the Ministerial Follow-up Committee of Nine which took place in Addis Ababa on two separate occasions. The first one was held from 24 to 25 February 1983. It reviewed the progress made between October 1981 and February 1983 towards the building of sound national and regional institutions for human and financial resources management and public administration. It also examined the operational scope and relationship of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization relative to the activities of other regional bodies and conferences working in specific areas of human resources development. At the conclusion of its deliberations, the Committee produced a draft report and requested the secretariat to revise the terms of reference for the Ministerial Conference and to produce the rules of procedures for the Conference of Ministers Responsible for Human Resources.

The second meeting of the Committee was held on 13 October 1984. It considered the report of the first meeting, the terms of reference and the rules of procedure for the Conference of Ministers Responsible for Human Resources. All of these were adopted, as amended, and as presented hereunder.

II. Attendance and Bureau

2. The meeting was attended by five Ministers from Egypt, Lesotho, Liberia, Uganda and Zimbabwe and members of the diplomatic missions in Ethiopia representing Algeria, Cameroon, Central African Republic and Guinee. The Committee elected the following bureau: Liberia as Chairman, Zimbabwe and Algeria as Vice-Chairmen, and Cameroon as Rapporteur.

III. Opening

3. The Chairman made short introductory remarks and invited the Deputy Executive Secretary of the United Nations Economic Commission for Africa to make an opening statement on behalf of the Executive Secretary.

4. In hisoopening remarks, the Deputy Executive Secretary welcomed the distinguished delegates to Africa Hall in the spirit of the ECA Silver Jubilee and noted that the Secretariat had, over the past twenty five years, enjoyed the privilege of working with member States Governments in the interest of Africa.

5. He went on to identify low industrial output and agricultural productivity, high illiteracy rates, and infant mortality, short life-expectancy and shortage of skilled and qualified manpower as problems which continued to plague the African continent. Attributing them in part to a misunderstanding of the required developmental inputs, he noted that the unsatisfactory state of planning for manpower development and utilization in the region and its adverse effects on the economic development planning efforts in Africa had been a source of great concern to the Heads of State and Government of the region in recent years.

6. The Deputy Executive Secretary applauded the Conference decision to give high priority to the development of institutional machinery for effective management of human resources planning, development and utilization and said that the move was a major step in the right direction. He pledged ECA's continued services towards realization of the objectives set by the Conference.

7. He indicated that development efforts in Africa were seriously constrained by a series of economic leakages which Africa could least afford. Furthermore, he expressed the belief that the proper assessment, development, mobilization and deployment of the entire spectrum of Africa's human resources could not and should not take place within a vacuum. Policy objectives and implementation strategies needed to be formulated systematically to ensure not only internal and external consistencies with other developmental objectives and strategies but also to allow for harmonization of inputs from all sources in the development and effective management of our human resources.

8. He informed the meeting of the preparations being made for the Second Conference of Ministers Responsible for Human Resources Planning, Development and Utilization in Cairo, Egypt in January 1984 and wished the meeting success.

IV. Adoption of the Agenda

9. The Committee adopted the following agenda and organization of its work:

(i) Opening of the meeting
(ii) Adoption of the Agenda and Organization of Work
(iii) Country Statements
(iv) Consideration of the Terms of Reference of the ECA Conference of Ministers Responsible for Human Resources Planning, Development and Utilization
(v) Consideration of the status of and progress in the implementation of the decisions of the First Session of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization
(vi) Consideration of the scope and relationship between the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization and other regional conferences of ministers dealing with specific aspects of human resources
(vii) Consideration of the 1984-1985 Programme of Work of ECA
(viii) Consideration of timing and agenda of the Second Conference of Ministers Responsible for Human Resources Planning, Development and Utilization
(ix) Consideration of the timing and venue of the next Ministerial Follow-up Committee Meeting
(x) Adoption of the Draft Report of the Ministerial Follow-up Committee
(xi) Any other business
(xii) Closure of the meeting.

V. Country Statements

10. In his statement, the Honourable Minister from the Kingdom of Lesotho referred to paragraph 34 of the Report of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization in which his delegation had mentioned that by 1981 "things had changed for the better" in respect of human resources, planning, development and utilization. He gave a brief historical sketch of developments in his country which had led to his delegations making that declaration in Monrovia in 1981. Such developments, he went on, included efforts in curriculum planning and development, setting up human resources administrative and advisory structures, and allocation of increased resources for education and training etc. He pointed out that Lesotho continued to be preoccupied with the consideration that human resources meant people and their needs for development. Therefore all sectors which depended on people and from which people benefited were taken into consideration in the formulation of human resources policies, namely agriculture, commerce, industry, etc. To supply the human resources needed for the development of these sectors, emphasis was placed not only on the formal education system but also on the non-formal education system to produce skills needed for development through on-the-job training and other non-formal education and training systems.

11. Despite these efforts, there were persistent constraints such as inadequacy of financial, material and staff resources and a continuing tilting of curricula away from skill needs of the economy. He then went on to explain that Lesotho was still constrained by inadequate capacities necessary to improve human resources on whom the transformation of the economy relied.

12. Plans were afoot to develop manpower planning capacities and the linking of vocational and non-formal training to the needs of the economy through the establishment of a Training Board so that higher education would be better coordinated and be made more cost-effective and relevant to the needs of the economy.

13. He concluded that there was an urgent need for human resources to be better planned, developed and utilized both for present demands of the economy and for future needs of his people.

14. In his statement, the Honourable Minister of Public Service and Cabinet Affairs of Uganda referred to the decision taken in Monrovia to set up the Ministerial Committee of Nine of which Uganda was a member. He regretted that he had been unable to visit any of the countries within his sub-region and thus could not make a report of developments in those countries. He, however, went on to explain the following achievements of his Government in the field of human resources:

(i) Initiation of consultations for and the development of human resources,
(ii) Identification of requirements in institutional machineries for human resources planning, development and utilization, and
(iii) Organization of seminars for high level public servants to raise their skills in budgeting and financial management methods and for district departmental heads on rural development administration.

15. He explained that in addition to the preceding activities, a World Bank mission was advising the Government on the restructuring of the public service and that planning units had been proposed in each Government Ministry to bring planning activities to the micro level.

16. Concerning fellowships, the Honourable Minister said that his Government had established a training and fellowships council to monitor both in-service, within-country and out-of country training. These efforts, however, were being frustrated by a shortage of funds.

17. In respect of education for development, he referred to the 1981 national conference on the type of education needed in Uganda. That Conference report was the basis of educational reform which was under consideration by the Government of Uganda. In addition, some work had commenced on primary school curricula, teacher education expansion and training for development and career planning.

18. In the field of labour and employment planning he went on to state that plans were afoot for accelerated vocational training for new labour entrants from the rural areas. Employment exchanges were also being reinstated and labour administration was being expanded to include labour market information and employment planning. He added that labour-intensive programmes in rural areas had also been intensified.

19. In public financial management, certain measures had been embarked upon to make financial management, fiscal institutions and practices more efficient. The Minister concluded by saying that to this end intensive staff training programmes had been launched.

20. In his statement, the Honourable Minister for Manpower Planning and Development of Zimbabwe said that since the Monrovia Conference of Ministers, his Government had continued to intensify efforts to develop the country's human resources for greater economic productivity. He mentioned several ministries which had some responsibility for one or several aspects of human resources planning, development and utilization. These were complemented by the Ministry of Manpower Planning and Development which had primary responsibility for the preparation of middle-and-high-level manpower plans for the Zimbabwean economy and he highlighted the following achievements:

(i) A drive to develop training of trainers activities;
(ii) An orientation of training towards work productivity;
(iii) Intensification of efforts to train scientific, technical and vocational personnel;
(iv) Strengthening the basis for improving training and staff development in public, private and parastatal establishments;
(v) The conduct of a manpower survey;
(vi) Studies of the potentials of the informal sector to provide more jobs and greater economic productivity;
(vii) Educational expansion to provide at least basic education to all Zimbabwean children; and
(ix) The establishment of institutional and advisory machineries and bodies on all aspects related to the planning, development and utilization of human resources.

21. The Honourable Minister concluded his statement by mentioning that in an effort to develop human resources in Zimbabwe, sight had not been lost of the Government's regional and subregional commitments. To this end, the Minister said his Government had continued to share the country's educational and training facilities with its neighbours to demonstrate his Government's commitment to the regional approach adopted by the Monrovia Conference in the solution of Africa's human resources problems.

22. The Algerian representative's statement noted that his country attached great importance on the potential of human resources in contributing fully to socio-economic development. The needs in human resources development were fully reflected in Algeria's national plans. This preoccupation has been further kindled by ECA's efforts, initiated by ECA to harmonize attempts undertaken by various international bodies and the specialized agencies of the UN to develop human resources. In this respect, he called for a joint OAU/ECA/ILO/UNESCO meeting to identify the various work programme areas to avoid duplication and enhance harmonization of efforts.

VI. Review of the revised terms of reference of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization

23. In introducing this item, the Chairman of the Technical Group of the Ministerial Follow-up Committee of Nine explained that the revised terms of reference covered:

(a) Legislative authority;
(b) Composition of the Conference;
(c) Functions and objectives;
(d) Modalities for achieving the objectives;
(e) Geographical coverage of the Conference;
(f) Powers of the Conference.

24. He highlighted the substantive areas of work of the Conference as well as its role in harmonizing and co-ordinating African efforts to plan, develop and utilize the continent's stock of human resources. In this, the Conference assumed a lead role in rationalising human resources planning, development and utilization programmes initiated by other organizations, and, in particular, the specialized agencies and bodies of the United Nations. He then tabled the revised terms of reference for consideration of the ministers.

25. In the ensuing discussion, clarification was sought and obtained on the relationships between the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization was raised. In response to this, the secretariat informed the Committee that all organizations from which funds were to be mobilized had governing bodies which made major decisions on such matters. Thus, what was needed was a system to ensure collaboration in programming, programme execution, monitoring and reviewing.

27. Furthermore, the Committee suggested that articles relating to reporting to the "Commission" be redrafted to state explicitly that the Conference's report to the Commission must be prepared and submitted by ECA. Another area

that needed restating was contained in the articles relating to the OAU's participation in the work of the Conference. In this connection the Committee concluded that the terms of reference should state explicitly the role to be played by OAU in the activities of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization.

VII. Report on the relationship between the ECA Conference of Ministers Responsible for Human Resources Planning, Development and Utilization, the OAU Labour Commission, the ECA Conference of Ministers of Social Affairs and UNESCO's Conference of African Ministers of Education

28. The Committee started its consideration by establishing a general agreement on the need for a forum within which policy guidelines on the entire range of human resources activities would be considered. Consequently, the Committee regarded the other conferences as complementary to the Conference of Ministers Responsible for Human Resources Planning Development and Utilization as its preoccupations were with all aspects rather than one specific aspect of human resources. The Committee therefore was satisfied that, basically, there was no duplication.

29. Two issues were raised during the discussion. The first centred around the role to be played by OAU in the Conference. In this connection, the meeting considered three alternative roles.

(a) That there should be more co-operation between OAU and ECA in organizing the Conference;

(b) That it should become an OAU/ECA Conference organized and serviced jointly by the two secretariats;

(c) That it should remain an ECA Conference but fully supported by OAU.

30. After a lengthy discussion, the Committee resolved to recommend that the Conference should be organized and serviced by ECA in association with OAU.

31. As regards the second issue of the utilization of funds earmarked for human resource activities by international agencies, it was observed that in some cases such funds were expended on activities of doubtful value to Africa. The Committee therefore decided to recommend that in future such funds should be utilized in accordance with the priorities determined by the Conference of Ministers on Human Resources Planning, Development and Utilization.

32. The Committee noted that the Conference of Ministers of Social Affairs concerned itself with social development questions as well as with the training of social workers. It also served as the policy organ of the African Centre for Applied Research and Training in Social Development (ACARTSOD) in Tripoli while the UNESCO Conference of African Ministers of Education was part of UNESCO's world wide machinery for giving guidance on policy matters pertaining to education, science, culture, etc.

33. In addition, the Committee noted that the OAU Labour Commission was a part of the OAU system of organizations. One of its responsibilities was to give policy guidance on African labour matters. It was pre-occupied mainly with the welfare of the worker in Africa.

34. In the light of the discussions, the Committee was satisfied that the specific areas covered by the ILO and UNESCO Conferences complemented the work of the ECA Conference of Ministers Responsible for Human Resources Planning, Development and Utilizations which sought an integrated approach to human resources planning, development and utilization.

VIII. Consideration of the report of the Technical Preparatory Group of the Committee of Nine on progress in the implementation of the decisions of the first Conference of Ministers Responsible for Human Resources, Planning, Development and Utilization

35. The Rapporteur of the technical group of the Ministerial Follow-up Committee presented the report of the technical preparatory groups whose meeting had preceded the meeting of Ministers. The Rapporteur highlighted the main discussions and the recommendations made for the consideration of the ministers in respect of:

(a) Activities in the implementation of the Monrovia Conference in the fields of:

(i) Public Administration and Management;
(ii) Manpower Planning;
(iii) Fellowships Administration;
(iv) Education for Development;
(v) Training and Career Planning;
(vi) Labour and Employment Planning;
(vii) Public Finance Management;
(viii) Education and Training Institution Building

(b) The relationship between the Conference of Ministers Responsible for Human Resources, the ILO African Regional Conference, the OAU Labour Commission, the ECA Conference of Ministers of Social Affairs, and the UNESCO Conference of African Ministers of Education.

(c) ECA's biennial work programme for the period 1984-85 in the area of human resources planning, development and utilization.

(d) The timing and agenda of the Second Conference of Ministers to be convened in Cairo in 1984.

(e) Other business that had emerged in the course of the work of the group.

36. The Rapporteur explained that the draft terms of reference of the Conference of Ministers of Human Resources had been discussed earlier.

37. He then reviewed the activities undertaken in the implementation of the decisions of the first meeting, and referred to the following related documents:

(a) Public Administration and Management (E/ECA/HRP/MFC/83/1)
(b) Manpower Planning (E/ECA/HRP/MFC/83/2)
(c) Fellowship Administration (E/ECA/HRP/MFC/83/3)
(d) Education (E/ECA/HRP/MFC/83/4)
(e) Training and career Planning (E/ECA/HRP/MFC/83/5)
(f) Labour and Employment Planning (E/ECA/HRP/MFC/83/6)
(g) Public Finance Management (E/ECA/HRP/MFC/83/8)

38. On the report on public administration, he explained that it had underscored the point that systems of administration and management must be catalytic and that the development of administration should go beyond structural reforms to the establishment of viable management advisory services using modern concepts and pracitoes. In discussing the report the following observations were made:

(a) The presentation was classical in its approach, and was based on the civil service concept. What was needed was a development administration approach which would not be confined to the civil service but extend to the rural and urban sectors of the economy and all fields of development.

(b) It was of utmost importance that ECA institute measures encouraging co-operative and collaborative programmes in the field of public administration such as student and staff exchange programmes.

39. With regard to programmed activities, the Ministers were informed that several review studies had been undertaken by ECA in a number of countries. In addition, two inter-governmental conferences had been held on public administration and management and another on the role of the public sector in the implementation of the Lagos Plan of Action. The Committee was also informed of the availability of consultancy services at ECA and that Gambia, Ethiopia and Swaziland had benefited from such services during 1982.

40. In reviewing the work in the development of institutional capability for manpower planning, the Rapporteur reported that a number of activities had been undertaken at the national level. Major activities included follow-up consultative missions undertaken in Kenya, Uganda, the United Republic of Tanzania, Zambia and Zimbabwe. It was stressed that in some countries those missions had reactivated and, in others, re-inforced existing efforts to ensure the implementation of the Monrovia decisions. The need to enhance those efforts with the development of structural and functional organs with specific responsibilities, appropriate staffing and sound policy guidelines for human resources planning, development and utilization was stressed.

41. The second major activity was the organization of national orientation workshops. These workshops reviewed the manpower implications of the Lagos Plan of Action at the national level and progress in the implementation of the Monrovia Conference decisions in respect of the development of national manpower planning machineries and policy.

42. The Rapporteur noted that his group had observed with concern that only a few member States had expressed interest in the workshops and that, at the time of the meeting, only in Lesotho had the workshop been conducted. Botswana, the Central African Republic, The Gambia, Guinea, Kenya, the Ivory Coast, Swaziland and Zaire had all expressed intentions to hold similar workshops in 1983 and plans were also being finalized to conduct workshops in Uganda and Zambia.

43. The group had agreed that much remained to be done in the area of manpower planning and development capability.

44. As regards fellowships administration, the Rapporteur informed the Committee that, in response to the decisions of the first conference, a broader programme for fellowship and training administration had been designed specifically to develop and operate substantially enlarged training and fellowship activities directly related to the critical manpower requirements of member States in priority development sectors. The programme sought to maximize the use of existing post secondary and other specialized educational and training facilities in the region by fostering technical co-operation among African States in manpower training. It was also considered necessary to strengthen the existing African institutions through staff development and co-operation in developing specialized courses, and promoting the establishment of multi-national training and research programmes.

45. In the light of the needs of member States, the group had noted that priority for support under the fellowship and training programme should be directed to manpower development for basic industries and agriculture; graduate training in specialized disciplines; training in science and engineering; training of trainers; and training in budget and financial management. Furthermore, training for the management of public enterprises was considered critical. Finally, the group recommended speical efforts should be made for the benefit of the least developed and newly independent African countries.

46. It was further noted with concern that while requests from member States for fellowships continued to swell, there was no commonsurate increase in the contribution of funds to replenish the Trust Fund. The Committee felt that in furtherance of the spirit of self reliance, member States needed to contribute more to the training fund. The group therefore added its voice to ECA's appeal to member States for contribution to the Trust Fund to be used for fellowships. In that connection, the group asked the secretariat for a detailed report on the organization, management and status of the Trust Fund, specifying the amount used and the number of placements. The Committee hoped that the secretariat would make such information available to member States for their information.

47. Another matter of concern to the technical group was the inadequacy of information available to member States on fellowships and training opportunities. In this regard it was considered essential that ECA should make greater use of member States embassies in Addis Ababa in soliciting and exchanging information. The Committee also stressed the need for a directory of African training institutions and requested the secretariat to prepare such a publication to be considered by the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization.

48. In explaining the accomplishments in education, the Rapporteur highlighted the activities of the Conference of Vice-Chancellors, Presidents and Rectors of Institutions of Higher Learning in Africa which had been held in Addis Ababa in January 1982 to review the role of institutions of higher in the development of human resources required to meet the socio-economic needs of African States. The Conference had concluded that priority should be given by these instituons to the production of textbooks production of equipment and instructional materials, reorientation of curriculum content, problem-oriented research, and the development of consultancy and advisory services in African universities.

49. The group had noted that the Association of African Universities and ECA had given top priority to the development of textbooks by African scholars for use in African institutions. Studies for the development of textbooks in economics and biology would be udnertaken in 1983, to be followed by meetings of selected scholars to write up such books.

50. With regard to the optimal utilization of resources in institutions of higher learning, country studies had been conducted in Botswana, Ethiopia, Zambia, Malawi, and Swaziland. On the orientation of education ECA had programmed seminars and workshops on educational planning, staff development in education planning, educational administration, curriculum development and in-service training for teachers, to help nationals to upgrade skills.

51. The Rapporteur observed that his group took particular note of the importance of the planned workshop/seminar and welcomed the level of priority accorded to the production of African textbooks.

52. Turning to efforts in training for guidance and counselling, the committee was informed that ECA had initiated and operated annual trainers workshops in collaboration with member States.

53. In addition to the trainers workshops, the Rapporteur said that follow-up consultations had been undertaken in Botswana, Lesotho, Swaziland, Uganda, the United Republic of Tanzania, Zambia and Zimbabwe. Other countries had expressed interest in conducting training workshops for training, namely the Central African Republic, The Gambia, Guinea, the Ivory Coast, Tunisia and Zaire. Workshops for the development of training management systems had been undertaken in Lesotho, Botswana, Zambia and Uganda, these had focussed on training policies, organizational structure, staffing requirements, and information systems requirements.

54. With regard to guidance and counselling, field study missions had been undertaken to Benin, Botswana, the Congo, Ghana, Kenya, Lesotho, Liberia, the Niger, Malawi, Sierra Leone, Swaziland, Togo, the United Republic of Cameroon, the United Republic of Tanzania, Zambia and Zaire and workshops had been conducted in ten countries. The workshops focused on technical approaches to the development of guidance programmes on career planning and counselling and on staff development.

55. The Committee was further informed that as a follow-up to the previous workshops, ECA would continue to conduct national workshops oriented towards institutionalization of training programmes and the establishment of an integrated national machinery.

56. Turning to employment and productivity planning for optimal utilization of human resources, the Committee was informed that the problem of unemployment in Africa had become critical. By 1982, it was estimated that the already high dependency ratio was growing at such a rate that 13 million persons were openly unemployed. Given the present policies and strategies, the number was estimated to rise to 33 million by the year 2000.

57. To understand the problem better, the Committee was informed, employment studies were undertaken by ECA in Benin, the Ivory Coast, Rwanda, Uganda, the United Republic of Cameroon, the United Republic of Tanzania, Zambia and Zaire.

58. The technical group had noted three issues which, according to the preliminary findings of the studies, had contributed to the rising problem of unemployment in Africa, namely, greater dependence on industrialized countries, inherent weaknesses in the planning machinery, and lack of reorientation of school curricula to reflect the socio-economic needs of African societies.

59. On the question of employment, the Rapporteur explained the need for better utilization of existing African skills and noted that thousands of skilled Africans were currently resident and working in developed industrialized countries. To combat that drain, ECA and the International Committee on Migration had begun a joint project to return willing African manpower to the region for which EEC had provided $3.3 million. Out of this amount $134,000 would be used by ECA to identify opportunities in African countries for those willing to return. To that end, a questionnaire had been developed and would be sent to member countries for completion.

60. During the discussion, it was emphasized that measures should be intensified to ensure that skilled Africans employed in Europe and other developed countries who returned to their to their countries of origin or to other African countries would be assured of a job that corresponded to their qualifications. It was the opinion of the technical group that no purposes would be served if returning nationals were given jobs that did not match their qualifications or were left jobless while waiting for a job opportunity to arise.

61. The group emphasized therefore that job creation in Africa was a major concern to African Governemnts and that efforts should be redoubled to encourage job creation activities and programmes in all sectors of the economy. In that connection, the technical group felt that appropriate incentives for employment generation coupled with the adaptation of appropriate labour intensive technology in African production and distribution processes should be given serious attention.

62. The Rapporteur then turned the attention of the Committee to the recommendation made relating to public administration and financial management by the first Conference of Ministers Responsible for Human Resources Planning, Development and Utilization, which called upon ECA to intensify its assistance to member States in training public financial management personnel. The Committee was informed that to implement the recommendation ECA had undertaken the following activities:

(a) Redesigning of the Medium Term Plan 1984-1989 as well as the programme of work and priorities for the period 1984-1985 to give more emphasis to the training of public financial management personnel.

(b) Collaborative arrangements with other international organizations for organizing and conducting national, sub-regional and regional short-term training courses for public finance officials.

(c) Conducting seminars on fiscal incentives for promoting domestic and foreign investments.

(d) Steps were being taken to assist African countries to establish or strengthen subregional or regional training institutions for the training of tax administrators.

(e) A study was to be undertaken to explore new methods of mobilising financial resources for training.

63. The group in its discussions had recognized the crucial role of trained and qualified public financial management personnel in the implementation of the Lagos Plan of Action. Also recognized was the associated high cost of training and the need for regional co-operation in order to achieve maximum results.

64. Turning to education and institution building for training the Rapporteur noted that even though several other education and training institutions existed in Africa, the group confined its review of the progress and status of the sub-regional graduate schools of management; the African Institute for Higher Technical Training and Research; the integrated regional training, research and advisory programme for the conservation and management of African wildlife.

65. On the sub-regional graduate schools of management, the Committee was informed that necessary action had been taken by ECA to set up three schools; one for East and Southern African countries; another for English speaking West African countries in Legon, Ghana; and a third in Casablanca, Morocco, to serve the North African sub-region. A fourth school for French-speaking countries was being planned. Twenty Africans had so far benefitted from fellowships awarded through ECA in those institutions. Member States' demands for those facilities were high but funds were extremely limited.

66. As for the African Institute for Higher Technical Training and Research, it was explained that the Institute had already offered special training workshops for approximately fifty Africans. While the technical group was satisfied that some progress had been made, it was noted with concern that smooth operation of the Institute had been hampered by:

(a) Failure to make their financial contribution to the Institute's budget on the part of most governments;
(b) Inadequacy of accession to the constitution of the Institute - only thirteen African Governments had become members;
(c) Reluctance on the part of donor agencies, particularly UNDP, to provide financial support, thus leaving the financial burden on Kenya (the host Government), Nigeria and Zaire.

67. The Committee was informed of the little accomplishment with respect to the programme for the conservation and management of wildlife and that ECA's efforts had been aimed at transforming existing national facilities to offer programmes on a regional basis. In that regard, the Governments of the United Republic of Cameroon and the United Republic of Tanzania had been approached.

68. The Rapporteur explained that discussions further focused on three main issues. First, the unfortunate situation whereby Governments of countries hosting institutions find themselves in a position of having to bear a disproportionately large burden in sustaining such institutions. This situation which might account for the hestitations on the part of African countries to convert the wildlife conservation and management institutions into regional facilities.

69. The second issue was that ILO explore and provide assistance to the African Institute for Higher Technical Training and Research to make it a Turin-type of institution in Africa.

70. In further discussion, the Ministers noted that the Committee of Nine was a Follow-up Committee whose task was to meet in the interim period before the next Conference of Ministers, and that their function was to review progress in the implementation of decisions and to prepare the agenda for the next session. The task of implementation of substantive decisions was expected to be left to the Conference's Technical Secretariat, namely, the ECA.

71. As regards the question of institution building, the Committee considered it necessary to review and evaluate the performance of the several regional and sub-regional institutions already created with a view to determining the reasons for the present difficulties relating to finance and membership. Such review and evaluation, it was felt, might result in realistic proposals to strengthen the work of these institutions.

72. After due consideration of the report, the Committee adopted it, as amended, and called for extraction from the report of specific recommendations in the various subjects areas covered in the report. The recommendations in respective areas which were tabled for consideration were accepted as outlined below:

Public Administration and Management

(a) ECA should encourage co-operative and collaborative programmes in the field of public administration through exchange of students and staff amongst existing national institutes of Public Administration and Management.
(b) Public Administration as a tool of socio-economic engineering should become more dynamic in order to generate a positive climate for national development.
(c) ECA should help in generating interest in public administration in rural and urban sectors just as much as was being done for the traditional civil service.

Development of Institutional Machineries and Capabilities

(a) Member States should fully utilize the available services of the international and regional organizations for developing national manpower planning capability and the related institutional machinery for ensuring that manpower planning is not only undertaken on a regular basis, but that it becomes an integral part of socio-economic development planning.

(b) Member States should collaborate with ECA in organizing and conducting consultative workshops in the formulation of manpower policies, the development of manpower planning machineries and the development of plans for the training and development of manpower planners, and the development of appropriate information systems as a basis for the manpower planning process.

(c) Since implementation of the Monrovia Conference recommendations has been somewhat slow, ECA should double its efforts in assisting member States to implement those decisions without delay.

Fellowship and Training Administration

(a) ECA should make full use of African embassies in Addis Ababa for obtaining necessary information from countries of the region.

(b) ECA should prepare a draft directory of training institutions for presentation at the Second Conference of Ministers Responsible for Human Resources Planning, Development and Utilization in Cairo in 1984.

(c) More appeals should be made to member States to contribute to the Trust Fund.

Education for Development

(a) More use should be made of ECA's educational staff development workshops in educational planning, curriculum development and administration, teacher education and other programmes that relate to educational sectors.

(b) A high priority should be assigned to the production of textbooks, equipment and tools so as to save on foreign exchange.

(c) More studies should be conducted on education and training institutional resources utilization as a basis for determining a strategy for increased student intakes and linking of these institutions with the world of work.

(d) Effective delivery systems in non-formal education should be established for facilitating the transfer of knowledge and information from originating centres to users in peri-urban and rural centres.

Training for Development and Career Planning

In order to make training and career planning more effective, member States should take the following measures:

(a) Formulation and implementation of comprehensive training policy guidelines for national training development backed by appropriate legislations.

(b) The establishment or "reconstitution" of administrative machineries to provide policy guidelines and to co-ordinate training, guidance, and counselling activities.

(c) The development of well trained and professionally oriented corps of training/staff development personnel.

(d) Establishing and maintaining a centrally administered training fund derived from the industrial training levy and other forms of financial resources mobilization methods.

(e) Development of appropriate training programmes for out-of-school youth; those engaged in the non-formal sector; subsistance forming; and the handicapped.

(f) Develop appropriate services for psychological/occupational testing for career planning, guidance and counselling.

(g) Develop effective guidance and counselling personnel cadres.

Employment and Productivity Planning for Effective Utilization of Human Resources

(a) Member States should initiate measures to ensure that ministries of labour balance labour welfare and employment services with planning for generation of employment opportunities and increasing productivity. To this end they should undertake the following:

(i) Establish sound employment and productivity planning machineries with clearly defined functions.
(ii) Formulate clear employment and productivity enhancement policies.
(iii) Develop and deploy employment and productivity planning personnel.
(iv) Establish sound information systems for effective employment planning.

(b) Initiate measures for the return of trained nationals resident and working abroad in developed countries to their countries or to other African countries.

(c) Initiate policy measures for the return of trained nationals resident and working abroad in developed countries to their countries or to other African countries.

(d) Select appropriate technology without undue rejection of the use of the most up-to-date technology while taking into account the need to develop and adapt the kind of technology which is labour intensive and which will not lead to unnecessary redundancy.

Development of Manpower Capabilities in Public Financial Management

(a) Member States should give a high priority to the training of financial management personnel at all levels.

(b) There should be more co-operation among African States in the utilization of African training institutions for the training of public financial management personnel.

Education and Training Institution Building

(a) African Governments should take necessary action to enhance institution building efforts being carried out by ECA.

(b) Member States should endeavour to pay their contributions regularly to the African Institute for Higher Technical Training and Research and those who have not yet signed the Statuates should do so.

(c) ECA should consult with the Governments of Cameroon and Tanzania with a view to reaching agreement for transforming Mweka and Garoua training centres into regional institutions.

(d) ECA should intensify efforts in the creation of graduate schools of business management in those sub-regions which do not as yet have such graduate schools.

(e) A mission should be mounted to review the performance and problems of the various institutions sponsored by ECA and OAU so as to develop realistic proposals for strengthening these institutions.

Report on the Relationship between the ECA Conference of Ministers Responsible for Planning, Development and Utilization, the OAU Labour Commission, the ECA Conference of Ministers of Social Affairs, and UNESCO's Conference of African Ministers of Education

73. It was noted that the OAU Labour Commission and the Conference of African Ministers of Education were established at the initiative of ILO and UNESCO respectively to provide guidance to African member States in the respective areas of their mandates. After discussion, the Committee of Nine decided to put forward the following points for consideration by the Conference of Ministers:

(a) The work of the other Conferences was complementary to the work of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization - there need not be duplication.

(b) The OAU Summit assigned responsibilities for monitoring and reporting progress in implementation of the Lagos Plan of Action to OAU and ECA Secretariats. In this regard it was considered desirable that the programme activities of the various UN afencies relating to the implementation of the Plan should be coordinated to facilitate reporting to the OAU Summit.

(c) Funds earmarked by the UN system, and especially the specialized agencies, for use in activities and programmes relative to human resources planning and development in Africa should be utilized in accordance with the priorities set by the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization.

IX. Preparations for the Second Conference

74. It was decided that the Follow-up Committee of Nine should meet for two days before the Second Ministerial Conference, to finalize its report and deal with new developments. The following dates were agreed for the meetings scheduled to take place in Cairo, Egypt in 1984.

- 14-19 January 1984: Technical Preparatory Committee Meeting
- 18-19 January 1984: Follow-up Committee Meeting
- 21-23 January 1984: Ministerial Meeting

75. The Committee of Nine agreed on the draft agenda for the next Conference of Ministers which was to be circulated separately to member States.

X. Programme of Work 1984-85

76. The Chairman of the Technical Committee informed the Ministerial Follow-up Committee that the item was submitted for information. The Committee took note of the ECA Programme of Work for Public Administration, Management and Manpower Division for the period 1984-85 and commended the Secretariat for the work being done.

XI. Rules of Procedure and Attendance

77. The Committee expressed concern about the lack of rules of procedure to guide the work of the Committee and the Conference. Recognizing the need for such rules, the Committee requested the secretariat to prepare the necessary rules of procedure for consideration at the Committee's second meeting in Cairo.

78. The Committee also expressed concern over the level of country representation at the meeting and urged that every effort should be made to have subsequent meetings attended by the appropriate ministers.

XII. Adoption of the Report

79. The Committee adopted the draft report and requested the Secretariat to align the translation and incorporate the agreed amendments. The report would then be reviewed by the Committee at its second meeting prior to submission to the second Conference in Cairo, January 1984.

XIII. Closure of the Meeting

80. In closing the meeting, the Ministers reaffirmed their governments' commitment to the cause of an integrated approach to human resources planning, development and utilization.

81. The Chairman thanked the Committee members and the Secretariat for the spirit of dedication with which the meeting had been handled. He then declared the meeting closed.

Terms of Reference of the ECA Conference of Ministers Responsible for Human Resources Planning, Development and Utilization

1. The Conference of Ministers Responsible for Human Resources Planning, Development and Utilization (hereinafter referred to as "the Conference") is the Conference of Ministers referred to in Resolution 389(XV) adopted by the Meeting of the ECA Conference of Ministers (hereinafter referred to as "the Commission") held in Addis Ababa, Ethiopia, from 9-12 April 1980.

2. The Conference shall consist of Ministers responsible for planning, development and utilization of human resources and related programmes in each member State.

3. It shall be the function of the Conference to assist the member States to develop and to harmonize their policies and programmes in the field of human resources. That is to say, the Conference shall serve as a regional forum for effective human resources policy harmonization and programme co-ordination for consistency and coherent operation to the various systems by which:

(a) strategies for ensuring the capability of human resources as a productive agent and determinanant of national wealth and personal welfare are planned and programmed;

(b) knowledge, skills and motivational properties of human resources for ensuring its usability and involvement in socio-economic development are created;

(c) human resources quality enhancement factors (physical and mental health, food and nutrition, sports and cultural practices, basic needs fulfilment, housing, etc.) are promoted and nutured;

(d) distributive allocation and productivity are planned and placement of human resources for productive use and creation of productivity are effected.

4. The Conference shall make proposals for the review and realignment of various systems, programmes, policies, objectives and strategies towards a common target of desired high quality human resources individually and collectively required for the productive use and determinant of personal welfare, and for the promotion of regional productivity by the member States.

5. In carrying out the provisions of paragraphs 3 and 4 of these terms of reference, the Conference shall in particular:

(a) periodically review the development, status, effectiveness and trend in manpower planning, development and utilization, identifying constraints and problems affecting the development of human resources;

(b) call for and receive programmes of agencies involved in the planning, the development and productive use of the region's human resources for harmonization and alignment with the priorities set by the Conference;

(c) shall, on the basis of projects harmonized and aligned as in sub-paragraph (b) above, mobilize financial and ohter resources from the United Nations Development Programme as well as other sources and thereafter determine the executing agency in addition to ECA;

(d) advise the Commission on policy issues and requirements that will ensure a co-ordinated thrust to the development of the entire spectrum of human resources;

(e) review the various broad programme strategies and content in relation to human resources development and management programmes, and recommend to ECA for appropriate action;

(f) assist in the formulation and development of co-ordinated policies and national machineries as a basis for practical action in promoting sound manpower planning, development and utilization;

(g) ensure that human resources planning, development and utilization policies and programmes adopted by the member States are adequately co-ordinated, harmonized and made consistent with the spirit and objectives of intra-African co-operation for development;

(h) initiate within the Terms of Reference of the Commission and its resources, advisory services on manpower planning, development and utilization as requested by member States.

6. It shall further be the function of the Conference to:

(a) determine human resources programme strategy and priorities at the regional level in relation to overall development goals, the manpower requirements of various sectors in African economies and the need for worthwhile employment and full utilization of Africa's human resources endowment. In order to achieve these pruposes the Conference shall provide the member States with policy and programme guidelines for adaptation to national needs.

(b) take such measures as will foster effective co-ordination and harmonization of multinational and regional policies and programmes in the field of human resources in Africa involving the co-operation of African and non-African intergovernmental organizations;

(c) consider pertinent global issues and problems and related international actions having direct or indirect effects on Africa's human resources situation with a view to formulating an appropriate African position and recommending measures that will safeguard the African interest;

(d) make recommendations on any other matter pertaining to human resources directly to the Governments of the member States through resolutions adopted by the Conference.

7. Recommendations of the Conference to the member States shall be submitted to the ECA Conference of Ministers for endorsement.

8. The geographical scope of the work of the Conference shall be all independent African States and the adjacent islands which are members of the Commission and of the Organization of African Unith and any other State in the region which may hereafter become a member of the United Nations.

9. The Conference and its Technical Preparatory Committee shall invite representatives of specialized agencies and bodies of the United Nations, the Secretariat of the Organization of African Unity and such other African intergovernmental and regional organizations, multilateral and bilateral organizations as it may deem necessary to attend its meetings and to participate, without a vote, in its deliberations.

10. The Conference shall invite (i) any national liberation movement recognized by the Organization of African Unity to send observers to participate in its consideration of any matter of interest to that movement. Such observers shall have the right to submit proposals which may be voted upon at the request of any member of the Commission, (ii) any any professional or occupational association concerned with human resources planning, development and utilization to participate in and make technical contributions to the work of the Conference.

11. The Conference shall take measures to ensure that the necessary liaison shall be maintained with other organs of the United Nations and with the specialized agencies and bodies with special attention to the avoidance of duplication of effort. The Conference shall establish appropriate co-operation and co-ordination of activities with other United Nations specialized agencies and bodies in accordance with the resolutions and directives of the Commission and the General Assembly of the United Nations.

12. The Conference shall submit to the Commission once a year, a full report on its activities and plans, including those of any specialized agencies.

13. The Conference shall adopt its own rules of procedure, including the method of electing its chairman and other officers.

14. The Conference shall, from time to time, make special reviews of its work.

15. The Conference shall have a Ministerial Follow-up Committee comprising the Officers of the Conference and five other Ministers representing the five sub-regions of Africa, elected from among member States on a rotational basis to serve for three years. The Follow-up Committee may meet every year but not less than once between regular sessions of the Conference. It shall operate under the same terms of reference as the Conference of Ministers on whose behalf it will act, and shall, in particular, follow up on the implementation of decisions of the Conference.

16. The Conference shall require the ECA secretariat, within the terms of its mandate, to arrange inter-agency consultative meetings involving the participation of the Organization of African Unity, agencies of the United Nations system and other collaborating organizations that have technical co-operation programmes in Africa in the field of human resources development and utilization. Such meetings shall endeavour to foster policy and programme co-ordination and harmonization as well as promote collaboration in the implementation of decisions of the Conference of Ministers.

DRAFT RULES OF PROCEDURE OF THE CONFERENCE OF MINISTERS RESPONSIBLE FOR HUMAN RESOURCES

IN EXERCISE of the powers conferred on it by Resolution 369(XV) of the Sixth session of the ECA Conference of Ministers; paragraph 110 of the Report of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization, held in Monrovia, Liberia 5-7 October 1981; and paragraph 60 of the report of the Ministerial Follow-up Committee of Nine meeting held in Addis Ababa, 21-25 February 1983; the Conference of Ministers Responsible for Human Resources make the following Rules of Procedure:

RULE I

TITLE

These Rules may be cited as the Rules of Procedure of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization.

RULE 2

DEFINITIONS

In these Rules,

"Associate Members" means non-self governing territories situated in the continent of Africa and African islands;

"Category I" and "Category II" mean the categories of membership of non-governmental organizations in ECOSOC;

"Commission" means the United Nations Economic Commission for Africa;

"Conference" means the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization;

"Executive Secretary" means the Executive Secretary of the United Nations Economic Commission for Africa and referred to in Part VI of these Rules;

"Roster" means the Roster of non-governmental organizations which apply to ECOSOC for membership and from which categories I and II are drawn;

"Working Languages" means Arabic, English and French languages.

I SESSIONS

DATE AND PLACE OF SESSIONS

RULE 3

Sessions of the Conference shall be held:

(a) At a date recommended by the Conference at a previous session after consultation with the Executive Secretary;
(b) At the request of the majority of the members of the Commission, after consultation with the Executive Secretary;
(c) On such other occasions as the Chairman, in consultation with the Vice-Chairman and Executive Secretary, deems necessary.

RULE 4

(a) Each session convened in pursuance of sub-paragraph (a) of Rule 3 shall be held at a place decided upon by the Conference at a previous session, due consideration being given to the principle that the Council should meet at the ECA headquarters or in the different countries of Africa.

(b) Sessions convened in pursuance of sub-paragraph (a), (b) or (c) of Rule 3 shall be held at a place determined by the Executive Secretary in consultation with the Chairman of the Conference.

RULE 5

At the request of the majority of the members of the Conference or in special cases, the date and place of the session may be altered by the Executive Secretary in consultation with the Bureau of the Conference. Members should be notified within the period specified in Rule 6 of this document.

NOTIFICATION OF DATE OF OPENING

RULE 6

The Executive Secretary shall notify the members of the Conference of the date and place of the first meeting of each session at least forty-two days before the commencement of the session. In exceptional circumstances a shorter period of not less than twenty-one days will be given in case of change of venue. Such notification shall also be made to the United Nations specialized agencies and bodies, to inter-governmental organizations in Africa operating in the same field as the Conference with which liaison has been established by the Conference, to the non-governmental organizations in category I and to the appropriate non-governmental organizations in category II and on the Roster.

II AGENDA

DRAWING UP AND COMMUNICATION OF PROVISIONAL AGENDA

RULE 7

The provisional agenda for each session shall be drawn up by the Executive Secretary in consultation with the Chairman of the Conference and shall be communicated in three copies, together with the basic documents relating to each item, to the members and associate members of the Conference, and to the organs, agencies and organizations referred to in Rule 6 not later than forty-two days prior to the opening of the session.

RULE 8

The provisional agenda shall include items proposed by:

(a) The Commission at a previous session;
(b) The Conference at a previous meeting;
(c) Any member or associate member of the Commission;
(d) The Chairman of the Conference;
(e) The Executive Secretary;
(f) Other subsidiary body of the Commission;
(g) A specialized agency in accordance with the agreements concluded between the United Nations and such agencies;
(h) Non-governmental organizations in Category I, subject to the provisions of Rule 10.

RULE 9

Before the Executive Secretary places an item proposed by a specialized agency on the provisional agenda, he shall carry out with the agency concerned such preliminary consultations as may be necessary.

RULE 10

Non-governmental organizations in Category I may propose items on matters within their competence for the provisional agenda of the Conference subject to the following condition:

(a) An organization which intends to propose such an item shall inform the Executive Secretary at least seventy days before the commencement of the session, and before formally proposing an item, shall give due consideration to any comments the Executive Secretary may make;
(b) The proposal referred to in paragraph (a) of this Rule shall be formally submitted with the relevant basic documentation not less than fifty-six days before the commencement of the Session. The item shall be included in the agenda of the Conference if it is adopted by a two-third majority of those present and voting.

ADOPTION OF THE AGENDA

RULE 11

The first item on the provisional agenda of any session after the election of the Chairman shall be the adoption of the agenda.

REVISION OF THE AGENDA

RULE 12

(a) After the agenda has been adopted the Conference may amend it at any time. In the event that a member Government does not receive the reports, studies and documents to be considered during a session forty-two days in advance, it shall have the right to request that the items to which those reports, studies and documents refer should be excluded from the agenda, and the Conference shall immediately grant such a request.
(b) Notwithstanding the provisions of paragraph (a) of this Rule, if, when an item is submitted for consideration by the Conference, three-quarters or more of the members accredited to attend a given session insist that it should nevertheless be discussed, that majority decision shall prevail.

III REPRESENTATION AND CREDENTIALS

RULE 13

Each member and associate member shall be represented on the Conference by an accredited representative.

RULE 14

A representative may be accompanied to the sessions of the Conference by alternate representatives and advisers and, when absent, he may be replaced by an alternate representative.

RULE 15

The credentials of representatives and the names of alternate representatives and advisers shall be submitted to the Executive Secretary before the first meeting which the representatives are to attend. The Bureau shall examine the credentials and submit its report to the Conference. This rule shall not, however, prevent a member or associate member from changing its representatives, alternate representatives or advisers subsequently, subject to proper submission and examination of credentials, where needed.

IV OFFICES

ELECTION OF THE CHAIRMAN AND VICE-CHAIRMEN AND RAPPORTEUR

RULE 16

The Conference shall, at the commencement of the first meeting held in course of each session, elect from among the representatives of members a Chairman, a First Vice-Chairman, a Second Vice-Chairman, a Third Vice-Chairman, and a Rapporteur.

RULE 17

The officers of the Conference shall hold office until their successors are elected. They shall be eligible for re-election.

ACTING CHAIRMAN

RULE 18

If the Chairman is absent from a meeting or any part thereof, the First Vice-Chairman or, in the latter's absence, the Second Vice-Chairman, shall preside. The Third Vice-Chairman shall preside in the absence of the Second Vice-Chairman. A Vice-Chairman acting as Chairman shall have the same powers and duties as the Chairman.

REPLACEMENT OF CHAIRMAN

RULE 19

If the Chairman ceases to represent a member of the Conference, or is so incapacitated that he can no longer hold office, the First Vice-Chairman shall become Chairman for the unexpired portion of the term. If the First Vice-Chairman also ceases to represent a member of the Conference or is so incapacitated that he can no longer hold office, the Second Vice-Chairman shall become Chairman for the unexpired portion of the term.

VOTING RIGHTS OF THE CHAIRMAN

RULE 20

The Chairman or a Vice-Chairman acting as Chairman shall participate in the meetings of the Conference in that capacity and not as the representative of the member by whom he is accredited. In such cases an alternate representative shall be entitled to represent the member concerned in the meetings of the Conference and exercise the right to vote.

V COMMITTEES OF THE CONFERENCE

RULE 21

At each esssion, the Conference may set up such committees of the whole or committees of limited membership as it deems necessary and refer to them any questions of the agenda for study and report. The Conference may in consultation with the Executive Secretary, authorize such committees to meet while the Conference is not in session.

RULE 22

The members of the committees of the Conference shall be nominated by the Chairman, subject to the approval by the Conference, unless the Conference decides otherwise.

RULE 23

These Rules of Procedure shall also apply to the proceedings of the committees, unless the Conference decides otherwise.

VI. SECRETARIAT

RULE 24

The Executive Secretary shall act in that capacity at all meetings of the Conference, its committees and subsidiary bodies. He may designate another member of the staff to take his place at any meeting.

RULE 25

The Executive Secretary shall direct the staff provided by the Secretariat of the Commission and required by the Conference and any committee thereof.

RULE 26

The Executive Secretary shall be responsible for keeping the members and associate members of the Conference informed of any questions which may be brought before it for consideration.

RULE 27

At the beginning of each session the Executive Secretary shall present a report on the work programme of the secretariat during the period between the previous and the current sessions. In the periods between sessions, the Executive Secretary shall see that in so far as possible members and associate members are informed of the results of the work in progress and of the opinions expressed by Governments of members and associate members regarding such results.

RULE 28

The Executive Secretary or his representative may, subject to Rule 43, make oral as well as written statements to the Conference, and its committees, concerning any question under consideration.

RULE 29

The Executive Secretary shall be responsible for all the necessary arrangements for meetings of the Conference, its committees and its subsidiary bodies.

RULE 30

The Secretariat shall interpret speeches made at meetings; shall receive, translate and circulate the documents of the Conference, and its committees; shall publish and circulate the records of the sessions, the resolutions of the Conference and the relevant documentation required. It shall have the custody of the documents in the archives of the Conference and generally perform all other work which the Conference may require.

RULE 31

Before any proposal which involves expenditure from United Nations funds is submitted to the Commission, the Executive Secretary shall prepare and circulate to members of the Conference, as early as possible, a separate estimate of the cost of the proposal. It shall be the duty of the Chairman to draw the attention of the members to this estimate and invite discussions on it before the proposal is considered by the Commission.

RULE 32

The Executive Secretary in carrying out his functions shall act under the authority and on behalf of the Secretary-General.

VII LANGUAGES

WORKING LANGUAGES

RULE 33

Arabic, English and French shall be the working languages of the Conference.

INTERPRETATION FROM A WORKING LANGUAGE

RULE 34

Speeches made in any one of the working languages shall be interpreted into the other working languages.

INTERPRETATION FROM OTHER LANGUAGES

RULE 35

Any representative may make a speech in a language other than the working languages. In this case, he shall himself provide for the interpretation into one of the working languages. The interpretation into the other working language by an interpreter of the secretariat may be based on the interpretation given in a working language.

LANGUAGE OF RECORDS

RULE 36

Records shall be drawn up in the working languages.

LANGUAGE OF RESOLUTIONS AND OTHER FORMAL ACTIONS

RULE 37

All resolutions, recommendations and other formal decisions of the Conference, including the annual reports referred to in Rule 71, shall be made available in the working languages.

VIII PUBLIC AND PRIVATE MEETINGS

RULE 38

The meetings of the Conference shall be held in public unless the Conference decides otherwise.

RULE 39

At the close of each private meeting the Conference may issue a communique through the Executive Secretary.

IX RECORDS

SUMMARY RECORDS OF PUBLIC MEETINGS

RULE 40

Summary records of the meetings of the Conference, where required, shall be kept by the Secretariat. They shall be sent as soon as possible to the representatives of members and associate members and to the representatives of any other Government, agency or organization which participated in the meetings concerned. Such representatives shall inform the secretariat not later than seventy-two hours after the circulation of any summary records of any changes they wish to have made. Any disagreement concerning such changes shall be referred to the Chairman, whose decision shall be final.

RULE 41

The corrected version of the summary records of public meetings shall be distributed as soon as possible in accordance with the practices of the Commission. This shall include distribution to associate members, to inter-governmental organizations in Africa operating in the same field as the Conference with which liaison has been established by the Conference, to non-governmental organizations in category I and to the appropriate non-governmental organizations in category II and on the Roster and, on appropriate occasions, to representatives of governments admitted to participate in the deliberations of the Conference in a consultative capacity.

RECORDS OF PRIVATE MEETINGS

RULE 42

The corrected version of the summary records of private meetings shall be distributed as soon as possible to the members and associate members of the Conference and to any other representatives of Governments, agencies or organizations which may have participated in such private meetings. They shall be made public at such time and under such conditions as the Conference may decide.

RESOLUTIONS AND OTHER FORMAL ACTIONS

RULE 43

As soon as possible, the text of all reports, resolutions, recommendations and other formal decisions made by the Conference, and its committees, shall be distributed to the members and associate members of the Conference, to the specialized agencies, to inter-governmental organizations in Africa operating in the same field as the Conference with which liaison has been established by the Conference, to the non-governmental organizations in category I and to the appropriate non-governmental organizations in category II and on the Roster.

X CONDUCT OF BUSINESS

QUORUM

RULE 44

A majority of the members of the Conference shall constitute a quorum.

POWERS OF THE CHAIRMAN

RULE 45

In addition to exercising the powers conferred upon him elsewhere by these Rules, the Chairman shall declare the opening and closing of each meeting of the Conference, shall direct the discussion ensure the observance of these Rules, and shall accord the right to speak, put questions to the vote, and announce decisions. The Chairman, subject to these Rules, shall have control of the proceedings of the Conference and over the maintenance of order at its meetings. He shall rule on points of order and shall have, in particular, the power to propose adjournment or closure of the debate or adjournment or suspension of a meeting.

Debate shall be confined to the question before the Conference and the Chairman may call a speaker to order if his remarks are not relevant to the subject under discussion.

POINTS OF ORDER

RULE 46

(a) During the discussion of any matter, a representative may at any time raise a point of order and the point of order shall be immediately decided by the Chairman in accordance with the Rules of Procedures. A representative may appeal against the ruling of the Chairman. The appeal shall be immediately put to the vote, and the ruling of the Chairman shall stand unless overruled by a majority of the members present and voting.

(b) A representative may not, in raising a point of order under paragraph (a) of this Rule, speak on the substance of the matter under discussion.

ADJOURNMENT OF DEBATE

RULE 47

During the discussion of any matter, a representative may move the adjournment of the debate on the item under discussion. In addition to the proposer of the motion, one representative may speak in favour of and one against the motion, after which the motion shall be immediately put to the vote.

TIME-LIMIT ON SPEECHES

RULE 48

The Conference may limit the time allowed to each speaker and the number of times each representative may speak on any question, except on procedural questions, when the Chairman shall limit each intervention to a maximum of five minutes. When debate is limited and a representative exceeds his allotted time, the Chairman shall call him to order without delay.

CLOSING OF LIST OF SPEAKERS

RULE 49

During the course of a debate the Chairman may announce the list of speakers and, with the consent of the Conference, declare the list closed. The Chairman may, however, accord the right of reply to any representative if, in his opinion, a speech delivered after he has declared the list closed makes this desirable. When the debate on an item is concluded because there are no other speakers, the Chairman shall declare the debate closed. Such closure shall have the same effect as closure by the consent of the Conference.

CLOSURE OF DEBATE

RULE 50

A representative may at any time move the closure of the debate on the item under discussion, whether or not any other representative has signified his wish to speak. Permission to speak on the closure of the debate shall be accorded only to two speakers opposing the closure, after which the motion shall be immediately put to the vote.

SUSPENSION OR ADJOURNMENT OF THE MEETING

RULE 51

During the discussion of any matter, a representative may move the suspension or the adjournment of the meeting. No discussion on such motions shall be permitted, and they shall be immediately put to the vote.

ORDER OF PROCEDURAL MOTIONS

RULE 52

Subject to Rule 44, the following motions shall have precedence in the following order over all other proposals or motion before the meeting:

(a) To suspend the meeting
(b) To adjourn the meeting
(c) To adjourn the debate on the item under discussion
(d) For the closure of the debate on the item under discussion

SUBMISSION OF DRAFT RESOLUTIONS AND SUBSTANTIVE AMENDMENTS OR MOTIONS

RULE 53

Draft resolutions shall be introduced in writing and handed to the Executive Secretary, who shall circulate copies to representatives twenty-four hours before they are discussed and voted upon, unless the Conference decides otherwise.

RULE 54

Upon request of any member or associate member the text of any proposal or amendment thereto made by another member or associate member shall be handed over to the Chairman in writing and shall be read by him before any further speaker is called upon, and also immediately before a vote is taken on such a proposal or amendment. The Chairman may direct that any proposal or amendment be circulated to the representatives present before a vote is taken. This rule shall not apply to procedural motions such as those referred to in Rule 50.

DECISION ON COMPETENCE

RULE 55

Subject to Rule 52, any motion calling for a decision on the competence of the Conference to adopt a proposal submitted to it shall be put to the vote immediately before a vote is taken on the proposal in question.

WITHDRAWAL OF MOTIONS

RULE 56

A motion may be withdrawn by its proposer at any time before voting on it has commenced, provided that the motion has not been amended. A motion which has thus been withdrawn may be reintroduced by any representative.

XI VOTING

VOTING RIGHTS

RULE 57

Each member of the Conference shall have one vote.

MAJORITY REQUIRED AND MEANING OF THE EXPRESSION "MEMBERS PRESENT AND VOTING"

RULE 58

(a) Except for the provision of Rule 10(b), decisions of the Conference shall be made by a simple majority of the members present and voting.

(b) For the purpose of these Rules, the phrase "members present and voting" means members casting an affirmative or negative vote. Members who abstain from voting are considered as not voting.

METHOD OF VOTING

RULE 59

Subject to Rule 12 the Conference shall normally vote by show of hands, except that any member may request a roll-call, which shall then be taken in the English alphabetical order of the names of the members, beginning with the State whose name is drawn by lot by the Chairman.

RECORDING OF ROLL-CALL

RULE 60

The vote of each member participating in any roll-call shall be inserted in the record.

CONDUCT DURING VOTING

RULE 61

After the voting has commenced, no member shall interrupt the voting except on a point of order in connexion with the actual conduct of the voting. Brief statements by representatives consisting solely of explanations of their votes may be permitted by the Chairman, if he deems it necessary, before the voting has commenced or after the voting has been completed.

DIVISION OF PROPOSALS

RULE 62

The Conference may, at the request of a representative, decide to put a motion or resolution to the vote in parts. If this is done, the text resulting from the series of votes shall be put to the vote as a whole. If all the operative parts of a proposal have been rejected, the proposal shall be considered to have been rejected as a whole.

VOTING ON AMENDMENTS

RULE 63

When an amendment is moved to a proposal, the amendment shall be voted on first. When two or more amendments are moved to a proposal, the Conference shall first vote on the amendment furthest removed in substance from the original proposal and then on the amendment next furthest removed therefrom, and so on, until all amendments have been put to the vote. If one or more amendments are adopted, the amended proposal shall be put to the vote in its original form.

VOTING ON PROPOSALS

RULE 64

(a) If two or more proposals relate to the same question, the Conference shall unless it decides otherwise, vote on the proposals in the order in which they have been submitted.

(b) The Conference may, after each vote on a proposal, decide whether to vote on the next proposal.

(c) Any motions requiring that no decision be taken on the substance of such proposals shall, however, be considered as previous questions and shall be put to the vote before them.

ELECTIONS

RULE 65

All elections of individuals shall be decided by secret ballot unless, in the absence of objections, the Conference decides otherwise.

RULE 66

(a) If one elective place is to be filled and no candidate obtains in the first ballot the majority required, a second ballot shall be taken, confined to the two candidates obtaining the largest number of votes. If in the second ballot the votes are equally divided, the Chairman shall decide between the candidates by drawing lots.

(b) In the case of a tie in the first ballot, among the candidates obtaining the second largest number of votes, a special ballot shall be held for the purpose of reducing the number of candidates to two. In the case of a tie among three or more candidates obtaining the largest number of votes, a second ballot shall be held; if a tie results among more than two candidates, the number shall be reduced to two by lot.

RULE 67

(a) When two or more elective places are to be filled at one time under the same conditions, those candidates obtaining a majority on the first ballot shall be elected;

(b) If the number of candidates obtaining such majority is less than the number of places to be filled, there shall be held additional ballots to fill the remaining places. The voting will be restricted to the candidates obtaining the greatest number of votes in the previous ballot, who shall number not more than twice the places remaining to be filled. However, in the case of a tie between a greater number of unsuccessful candidates, a special ballot shall be held for the purpose of reducing the number of candidates to the required number;

(c) If three restricted ballots are inconclusive, unrestricted ballots shall follow in which votes may be cast for any eligible person or member. If three such unrestricted ballots are inconclusive, the next three ballots (subject to exception in the case similar to that of the tie mentioned at the end of the previous paragraph of this rule) shall be restricted to the candidates obtaining the greatest number of votes in the third of the unrestricted ballots. The number of such candidates shall not be more than twice the places remaining to be filled;

(d) The following three ballots thereafter shall be unrestricted, and so on, until all the places are filled.

EQUALLY DIVIDED VOTES

RULE 68

If a vote is equally divided on matters other than elections, the proposal shall be regarded as rejected.

RULE 69

Committees of the Conference shall adopt the Rules of Procedure of the Conference.

XII REPORTS

RULE 70

The Conference shall submit to the Commission once a year a full report on its activities and plans.

XIII PARTICIPATION OF MEMBERS OF THE UNITED NATIONS NOT MEMBERS OF THE COMMISSION

RULE 71

The Conference shall invite any Member of the United Nations not a member of the Commission to participate in its deliberations on any matter which the Conference considers is of a particular concern to that Member. Any Member thus invited shall not have the right to vote but may submit proposals which may be put to the vote by a request of any member of the Conference.

RULE 72

A committee may invite any Member of the United Nations which is not one of its own members to participate in its deliberations on any matter which the committee considers of a particular concern to that Member. Any Member so invited shall not have the right to vote, but may submit proposals which may be put to the vote by a request of any member of the Committee.

XIV PARTICIPATION OF NATIONAL LIBERATION MOVEMENTS RECOGNIZED BY THE ORGANIZATION OF AFRICAN UNITY

RULE 73

The Conference shall invite any national liberation movement recognized by the Organization of African Unity and not purporting to represent an associate member of the Commission to participate in its deliberations on any matter. Any national liberation movement thus invited shall not have the right to vote but may submit proposals which may be put to the vote at the request of any member of the Conference.

RULE 74

A committee may invite any national liberation movement recognized by the Organization of African Unity and not purporting to represent an associate member of the Conference to participate in its deliberations on any matter. Any national liberation movement so invited shall not have the right to vote but may submit proposals which may be put to the vote at the request of any member of the committee.

XV PARTICIPATION OF, AND CONSULTATION WITH, SPECIALIZED AGENCIES

RULE 75

In accordance with the agreements concluded between the United Nations and the specialized agencies, the agreements concluded between the United Nations

and the International Atomic Energy Agency, and the terms of reference of the Conference, the specialized agencies and the International Atomic Energy Agency shall be entitled to be represented at meetings of the Conference and its committees, to participate through their representatives in the deliberations with respect to items relating to matters within the scope of their activities, and to submit proposals regarding such items, which may be put to the vote on request of any member of the Conference or the committees concerned.

RULE 76

(a) Where an item proposed for the provisional agenda for a session contains a proposal for new activities to be undertaken by the United Nations relating to matters which are of direct concern to one or more specialized agencies or the International Atomic Energy Agency, the Executive Secretary shall enter into consultation with the agency or agencies concerned and report to the Conference on the means of achieving co-ordinated use of the resources of the respective agencies.

(b) Where a proposal put forward in the course of a meeting for new activities to be undertaken by the Conference relates to matters which are of direct concern to one or more specialized agencies or the International Atomic Energy Agency, the Executive Secretary shall, after such consultation as may be possible with the representatives at the meeting of the other agency or agencies concerned, draw the attention of the meeting to the implications of the proposal.

(c) Before deciding on proposals referred to in paragraphs (a) and (b) of this Rule, the Conference shall satisfy itself that adequate consultations have taken place with the agencies concerned.

XVI CONSULTATIONS WITH NON-GOVERNMENTAL ORGANIZATIONS

RULE 77

Non-governmental organizations in categories I and II may designate authorized representatives to sit as observers at public meetings of the Conference. Organizations on the Roster may have representatives present at such meetings which are concerned with matters within their field of competence.

RULE 78

Written statements relevant to the work of the Conference or its committees may be submitted by organizations in categories I and II on subjects for which these organizations have a special competence. Such statements shall be circulated by the Executive Secretary to the members and associate members of the Conference except those statements which have become obsolete, e.g., those dealing with matters already disposed of and those which have already been circulated in some other form to members and associate members of the Conference or its committees.

RULE 79

The following conditions shall be observed regarding the submission and circulation of such written statements:

(a) The written statement shall be submitted in one of the working languages of the Conference;

(b) It shall be submitted in sufficient time for appropriate consultation to take place between the Executive Secretary and the organization before circulation;

(c) The organization shall give due consideration to any comments which the Executive Secretary may make in the course of such consultation before transmitting the statement in the final form;

(d) A written statement submitted / an organization in category I will be circulated in full if it does not exceed 2,000 words. Where a statement is in excess of 2,000 words, the organization shall submit a summary which will be circulated or shall supply sufficient copies of the full text in the working languages for distribution. A statement will also be circulated in full, however, upon the specific request of the Conference;

(e) A written statement submitted by an organization in category II will be circulated in full if it does not exceed 1,500 words. Where a statement is in excess of 1,500 words, the organization shall submit a summary which will be circulated, or shall supply sufficient copies of the full text in the working languages for distribution. A statement will also be circulated in full, however, upon the specific request of the Conference or its committees;

(f) The Executive Secretary, in consultation with the Chairman or the Conference, may invite organizations on the Roster to submit written statements. The provisions of paragraphs (a), (b), (c) and (e) of this Rule shall apply to such statement;

(g) A written statement or summary, as the case may be, will be circulated by the Executive Secretary in the working languages and, upon the request of a member or associate member of the Conference in any of the official languages.

RULE 80

(a) The Conference and its committees may consult with organizations in category I and II either directly or through a committee or committees established for the purpose. In all cases, such consultations may be arranged on the invitation of the Conference or the subsidiary body or on the request of the organization.

(b) On the recommendation of the Executive Secretary and at the request of the Conference or one of its committees, organizations on the Roster may also be heard by the Conference or its committees.

RULE 81

Subject to Rule 31 the Conference may recommend that a non-governmental organization which has special competence in the field of human resources undertake specific studies or investigation or prepare specific papers for the Conference. The limitation of Rule 79(d) and (e) shall not apply in this case.

XVII AMENDMENTS AND SUSPENSIONS OF RULES OF PROCEDURE

RULE 82

Any of these Rules may be amended or suspended by the Conference.

RULE 83

These Rules may not be amended until the Conference has received the report on the proposed amendments from a committee of the Conference.

RULE 84

A Rule of Procedure may be suspended by the Conference provided that twenty-four hours' notice of the proposal for the suspension has been given. The notice may be waived if no member objects.

PART THREE

REPORT OF THE SECOND TECHNICAL PREPARATORY COMMITTEE MEETING OF THE SECOND CONFERENCE OF MINISTERS

Addis Ababa, Ethiopia; 9-14 October 1984

I. Date and Place of Meeting

1. The Technical Preparatory Committee of Officials of the Second Conference of Ministers Responsible for Human Resources Planning, Development and Utilization met from 9-14 October 1984 in Africa Hall, Addis Ababa, Ethiopia

II. Attendance

2. The meeting was attended by delegates from the following countries:

Algeria, Benin, Burundi, Burkina Faso, Central African Republic, Chad, Cameroun, Congo, Djibouti, Egypt, Ethiopia, Gabon, Guinea, Ghana, Ivory Coast, Kenya, Lesotho, Liberia, Libyan Arab Jamahiriya, Malawi, Mozambique, Niger Nigeria, Rwanda, Senegal, Sierra Leone, Sudan, Tanzania, Togo, Uganda, Zaire, Zambia, Zimbabwe.

3. Observers representing international, intergovernmental, and regional organizations and institutions lalso attended the meeting, as follows: African Association for Public Administration and Management (AAPAM), African Training and Research Centre in Administration for Development (CAFRAD), Commonwealth Secretariat, Intergovernmental Committee for Migration (ICM), Organization of African Unity (OAU), African Institute for Higher Technical Training and Research (AIHTTR).

4. United Nations Specialized Agencies represented at the meeting were: the Food and Agricultural Organization (FAO), International Labour Organization (ILO) United Nations Conference on Trade and Development (UNCTAD), United Nations Development Programme (UNDP), United Nations Educational Scientific and Cultural Organization (UNESCO), United Nations Fund for Population Activities (UNFPA), United Nations Industrial Development Organization (UNIDO), World Food Programme (WFP).

III. Overall Purpose of the Meeting

5. The Technical Preparatory Committee of Officials had the mandate:

(i) To review the ECA secretariat's activities in human resources development and public administration and finane as presented in the Work Programme of the Public Administration, Management and Manpower Division.

(ii) To consider progress reports from member States regarding implementation of the decisions and recommendations of the First Conference of Ministers Responsible for Human Resources Planning, Development and Utilization.

(iii) To consider progress reports from United Nations Specialized Agencies, international, intergovernmental, and regional institutions and organizations working in specialized fields of human resources development, regarding implementation of the decisions of the First Conference of Ministers and of measures for enhancing the quality of human resources in Africa.

IV. Opening of the Meeting

Chairman's Remarks

6. The meeting was opened by the Head of the delegation of the Republic of Liberia, in his capacity as Chairman of the First Technical Preparatory Committee of Officials. In his welcome address, the Chairman noted that the meeting was originally scheduled to take place in Cairo, United Arab Republic, in January 1984. However, dut to circumstances beyond the control of the organizers both the date and venue were changed. He expressed his sincerest gratitude to participants present for having responded to the invitation to come to Addis Ababa. at relatively short notice.

Executive Secretary's Opening Speech

7. In the absence on mission of Professor Adedeji, Executive Secretary, ECA, his speech formally opening the meeting was read by Mr. Julius Aiyegbusi, Officer in-Charge, ECA. In his remarks, the Executive Secretary noted that the meeting was being held at a time when Africa's social and economic situation was not only critical but deteriorating ever more rapidly, due primarily to an intensification of several interrelated factors. Five of these factors had direct implications for human resources planning, development and utilization. Firstly, Africa was being continuously affected by widespread, severe and persistent drought; the attendant food shortages and famine posed a real danger for the quality of African human resources and the capacity to be more productive. Secondly, the continuing unfavourable international economic environment coupled with Africa's own inability to compete effectively with other regions for world financial resources. Thirdly, Africa experienced continued inadequacies in finance, infrastructure, high level skills, etc.; all these despite the region's vast potential in natural and human resources. Fourthly, the continuous mismanagement of the available human, financial and natural resources due to the inadequacy of efficient institutional and administrative capabilities to identify and exploit them for the development and improvement of the region. And, finally, the consequent increasing dependence of Africa on external manpower, technology, food, services and even ideas and ideology.

8. The Executive Secretary stressed that the solutions to these problems depended more on what African governments could do within their national borders and at regional or sub-regional levels than on some sort of Godfather outside the region. Though there were now sign that the recession which had afflicted the major industrialized nations was at last abating, it would be a serious fallacy for Africa to believe that therein lay the solution to its multifarious social and economic problems. There was neither certainty that the economic recovery was going to be durable nor was it reasonable to expect that Official Development Assistance from the industrialized to the developing nations would increase significantly. In any case, Africa could only benefit from an improved international economic situation if it increased its productivity, especially with respect to those commodities it sells.

9. These realities put the role of human resources in forging the economic development of the African region in sharp relief. Planning of all development projects should, as a matter of course, incorporate the human resources component necessary for the execution of such projects. Evidence showed that loans and external assistance without human resources, with requisite knowledge, skills

and attitudes to properly manage and utilize them, were mismanaged and this led to increased indebtedness and dependence. Furthermore, many African countries lacked increased indebtedness and dependence. Furthermore, many African countries lacked the capacity to properly use the potential of the plentiful human resources available to them mainly because of the lack of comprehensive policies for proper planning, development and optimal utilization. Effective coordination and review of programmes in several sectors of the planning machinery were indispensable for the proper articulation and implementation of an integrated approach to the utilization of human resources at the disposal of African countries. There was also a need to mobilize the youth, school leavers, and drop-outs, out-of-school youth, the unemployed, those who cannot read and write, the handicapped, those in penal institutions and the underemployed in order to put all human resources to productive use. In addition, all efforts must be deployed to attack the critical shortages of middle and high-level manpower needed for the managerial, administrative, enterpreneurial, industrial and technological transformation of the region. As the rural peasants were the major producers of food in Africa, the move from persistent famine and starvation to self-sufficiency in food would call for effective up-grading of the knowledge, skills and abilities of the rural communities. And, more general, the attitudes and values of the people must change to enable them to become more self-reliant, dedicated and more productive in their work.

10. On the contribution that the meeting could make to long-term solutions of Africa's socio-economic problems and to the implementation of the Lagos Plan of Action, the Executive Secretary noted that the first task was to review and appraise the efforts made so far in the implementation of the decisions of the First Conference in Monrovia, Liberia, in 1981. This included progress made in the development of national capabilities for effective manpower planning, development and utilization; the mobilization and effective management of resources; the integration of human resources development programmes in national socio-economic development plans; the co-operation and collective self-reliance efforts required in increasing the capacities of training institutions. As development problems were normally associated with the economic and social sectors, attention should also be paid by the meeting to manpower problems in development sectors. As an example, in food and agriculture, there was insufficient concern about policies for promoting productivity and improvement of rural life and marked shortfalls in capabilities to translate policies into concrete action programmes. To this should be added the need for trained personnel in food processing and food storage, grain stock management and forecasting and early warning systems. In industry, there was need to develop a modern industrial culture and the concomitant industrial technology. Other prerequisites were an adequate supply of technical, managerial and supervisory skills for the operation of industrial processes and entrepreneurship outside the trade and agricultural sectors. In science and technology for development, existing national machinery for indigenous technological development tended to be weak and the conception and contents of science and technology policies tended to be ill-defined.

11. Turning next to strategies and programmes for the development of high quality human resources, the Executive Secretary reiterated the need for the integration of manpower planning, development and utilization functions in order to permit more realistic manpower assessment, projections and programming.

An integrated approach would make for a better co-ordination of manpower development efforts and better monitoring of manpower placements and utilization on a continuous basis. Training and development functions could best be undertaken within the framework of comprehensive national policies for the development of training institutions which must be provided with adequate resources, both human and financial. In this regard, the nature of education systems was important. To ensure that they were in line with national requirements, educational policies should be assessed and reviewed periodically and should serve as a basis for educational reforms and reorientation of curricula, course content and course offerings.

12. In the field of labour and employment, the Executive Secretary pointed out that the critical issues confronting Africa were unemployment, underemployment and low productivity. These were at the core of the degradation of human life in Africa and must engage the attention of all if the fight to improve the quality of life was to be successful. While unemployment and underemployment were very serious issues, it was also worth noting that a nation of physically weak and unhealthy people could not be expected to be a nation of high productivity. Therefore, the meeting ought to consider the physical and mental health factors, and food and nutrition factors, which had serious impacts on the quality of human resources.

13. Finally, the Executive Secretary reminded the meeting that the ultimate goal of socio-economic development was the improvement of the quality of life of the people to enable everyone to have better standards of living. Better food, better water, good nutrition, a healthy environment, etc., enriched the quality of labour, raised life expectancy and therefore enhanced the capability to perform and to attain higher levels of productivity. Human beings were producers of goods and services; they were not machines. They have their own feelings, worries, care, concerns and interests. They needed, therefore, maintenance and renewal. If they were to perform at their best, not only was it necessary to provide them with the necessary working tools and equip them with the necessary knowledge, skills and conducive work environments, but also care should be taken to guarantee a rising quality of life. Economic and social development was after all, about people, and when all is said and done, people lay at the centre of the concerns of the meeting.

V. Election of Officers

14. Uganda was elected Chairman. Togo and Egypt were elected First and Second Vice-Chairmen respectively. To cater for representation of participants from the Central African region who were not present at the time of the election of the Chairman and his team, it was agreed that a Third Vice Chairman be elected; the meeting noted that this arrangement should not set a precedence. Accordingly, Chad was elected Third Vice Chairman. Malawi was elected Rapporteur.

VI. Adoption of Agenda and Organization of Work

15. The Provisional Programme of Work was adopted after an amendment relating to the order in which country reports and presentations by United Nations Specialized Agencies and regional and international institutions and organizations were to be made. It was decided that the latter would precede the country reports,

to be followed by the presentations by ECA. It was agreed also that country reports that were to be presented in statements to be delivered at the Conference of Ministers, should not be presented at the Technical Committee meeting.

16. The meeting adopted the following agenda.

Agenda

1. Opening of meeting: Statement by ECA
2. Election of officers: a Chairman, three Vice-Chairmen, Rapporteur
3. Adoption of the agenda and organization of work
4. Consideration of strategies and programmes for the realization of high quality human resources by the year 2000:
   (a) Physical and mental health factors for high quality human resources; presentation by WHO: (E/ECA/HRP/TC/84/2)
   (b) Food and nutritional factors in human resources development: presentation by FAO: (E/ECA/HRP/TC/84/3)
   (c) Knowledge, skills and attitudinal factors for high quality human resources; presentation by UNESCO (E/ECA/HRP/TC/84/4)
   (d) Improving training in Africa for the development and management of human settlements; presentation by HABITAT: (E/ECA/HRP/TC/84/5)
   (e) Reduction of poverty and maximization of productivity and employment for basic needs fulfilment; presentation by ILO: (E/ECA/HRP/TC/84/6)
   (f) Political considerations for the development of high quality human resources; presentation by OAU: (E/ECA/HRP/TC/84/7)
   (g) The management of human resources for the enhancement of productivity; presentation by ECA: (E/ECA/HRP/TC/84/8)
   (h) Compensatory fiscal policies for enhancing labour productivity, presentation by ECA: (E/ECA/HRP/TC/84/9)
   (i) Human resources for African development: Issues for consideration; presentation by ECA: (E/ECA/HRP/TC/84/10)
   (j) Approaches to industrial training; presentation by UNIDO: (E/ECA/HRP/TC/84/11)
   (k) Cooperative exchange of skills: Institutional and policy issues; presentation by UNCTAD: (E/ECA/HRP/TC/84/13)
   (l) Development and utilization of human resources in the postal field in Africa; presentation by UPU: (E/ECA/HRP/TC/84/14)
   (m) Environment factors; presentation by UNEP: (E/ECA/HRP/TC/84/15)
5. Human resources situation and performance review in the fields of (E/ECA/HRP/TC/84/1)
   - manpower and employment planning
   - training development issues

- education for development
- public administration and management
- fellowship administration
- public finance

6. Country progress reports and performance reviews
7. Consideration of the 1984-1985 Programme of Work and Priorities in the fields of education, training, labour, management and employment: (E/ECA/HRP/TC/84/12)
8. Committee meetings: Committee A
   Committee B
9. Presentation of reports by committees
10. Date and venue of the next meeting
11. Any other business
12. Adoption of the report of the Technical Preparatory Committee of Officials
13. Closure of meeting

VII. actor Inputs for the Enhancement of High Quality Human Resources Requirements for the Year 2000

Food and Nutritional Factors

17. The FAO representative introduced the document entitled "Food and Nutritional factors in Human Resources Development" (E/ECA/HRP/TC/84/3). He provided information on the food and nutrition situation in the region, problems and constraints affecting food supplies as well as their relationship with the broader problem of poverty. He noted that food supply problems in Africa were critical mainly because: (a) the population was growing faster than the rate of growth in food production; (b) there was an increase in urban food demand for imported food stuffs mainly due to a rapid rise in rural-urban migration; (c) drought conditions were affecting most of the countries in the continent; and (d) governments adopted policies and programmes which were mostly discriminatory against the agricultural sector.

18. The FAO representative singled out the following as areas in which the food and nutrition situation in Africa had notable consequences: prevalence and incidence of malnutrition and diseases; morbidity and mortality rates; learning abilities; and working capacities and productivity. Protein-energy malnutrition was the most serious form of malnutrition in Africa which affected infants and young children in particular. Furthermore, about 40% of school children and more than 60% of pregnant women and nursing mothers bore signs of iron deficiency. Vitamin A deficiency was also prevalent in most African countries and 3% of children suffered from severe xerophtalmia. Figures given on infection, malnutrition and mortality showed that infectious diseases were more prevalent among malnourished populations contributing to much higher child morbidity and neo-natal/infant mortality. The negative consequences of malnutrition on the health of pregnant women and nursing mothers as well as on intellectual development were other issues covered by the FAO's representative. Protein-energy malnutrition in early childhood affected the working capacity in adolescence and adult life and had negative implications on the functional development of learning processes. In other words, malnutrition was contributing to poor physical and mental performances, low aspirations towards higher levels of

training and education, resulting in high drop-out rates in educational institutions. Recent studies showed that malnutrition led to apathy, non-goal oriented behaviour, impulsivity and emotional reactions and a general failure to respond normally in social interaction.

19. The FAO representative also noted that population growth was one of the most critical issues to be considered in any strategy for human resources development. Every year there was about 16 million additional people in the continent for whom sufficient food supplies would be needed. The continent's population, currently estimated at 400 million, was likely to increase up to 800 million by the year 2000. Urbanization rates were reaching about 6% on average, creating serious socio-economic problems in urban areas.

20. The representative of FAO pointed out that, for some years, his organization had been deeply involved in cooperating with member African countries in formulating strategies and implementing plans and programmes to increase food production and consumption and to improve the nutritional status of African populations. Africa was the priority continent in FAO's programme of work and budget. FAO, in cooperation with ECA, prepared a Regional Food Plan for Africa (AFPLAN), pursuant to the Freetown Declaration. More recently, FAO was the lead agency in preparing the section on agriculture in the Lagos Plan of Action. An Interagency Working Group headed by FAO prepared proposals for a programme of action for the development of food and agriculture in Africa for 1980-85. In general, FAO had long emphasized the importance of improving nutrition through agricultural and rural development plans. It had promoted the concept of nutritionally oriented food policies, so that production priorities should also be linked to consumption needs. FAO was assisting supplementary and institutional feeding projects, in cooperation with WFP.

21. Finally, it was pointed out that FAO pursued a multi-disciplinary and multi-sectoral approach in dealing with these problems, both at national and international levels. This made it more possible to establish and maintain an effective balance between policies and programmes for human resources development, within the framework defined in national socio-economic development plans.

22. In the discussion that followed, it was noted that people that were under-nourished at various stages of growth could not be expected to contribute fully to meeting the demands of social and economic development. It was further noted that in the African situation, the improvement of the nutritional values of food intakes required more than mere increases in food production; people had to be taught how to mix local foodstuffs to produce wholesome meals. Whilst education should aim at eliminating ignorance about nutrition, it should also be geared towards developing knowledge and skills. On the question of how far FAO had gone in dealing with preoccupations in the Lagos Plan of Action, such as food losses, the representative indicated that a study on food production and post-harvest food losses in Africa had recently been initiated by his organization.

23. Delegates commended FAO for an excellent document which raised issues of immediate relevance to the welfare of Africa's populations. Collaboration between FAO and African Governments was acknowledged as likely to bear fruit in both the short and long term.

Knowledge, Skills and Attitudinal Factors

24. In presenting document E/ECA/HRP/TC/84/4 entitled "knowledge, skills and attitudinal factors for high quality human resources", the representative of UNESCO highlighted the main characteristics of activities of his organization, aimed at improving the quality of human resources. He pointed out that UNESCO's mission consisted mainly in assisting member States to develop their human resources potential through appropriate actions in the fields of education, science, culture and communication. In these areas, UNESCO, as a lead agency, worked closely with member States to ensure that the specific characteristics of the region and the requirements of economic and social development were catered for.

25. Education was the means, par excellence, for transferring knowledge and skills and, thus it enabled children, adolescents and adults alike to earn a living and enhance their participation in the life of their communities. The promotion of cultural and social values placed development in its rightful perspective and ensured the full and total development of people. Increased knowledge through appropriate utilization of science and technology gave people the tools needed for rational exploitation of the environment for present and future generations. Finally, the development of meaningful communications within and among countries contributed to more accurate perception of world problems, more equitable sharing of existing knowledge, and better understanding among people. UNESCO's programmes in the above fields were influenced by findings from global analysis of world problems, the views of specialists and of the Conferences of Ministers of Education, Science and Technology, and Culture which were called upon periodically to discuss and exchange views on priorities and policies.

26. Commenting specifically on education, the representative explained that the development of education (be it adult, formal, non-formal or continuing) and training was crucial to enhancing quality human resources. Very important was not just the recognition that education was a basic human right, but that it had to be provided to all human beings through their entire lives. UNESCO had adopted a dual approach to eradicating illiteracy among children and adults. In the case of children this involved the extended and renovated primary school programme, and for adults, extended literacy programme associated as closely as possible with skills development. There was need for formal education to be given a fresh thrust by restructuring educational systems, redefining curricula, retraining of personnel and the provision of better facilities and instructional materials. More attention was to be given to the teaching of science and technology, the use of national languages in education, adult literacy, and technical and vocational education. However, to bring about self-reliant endogenous development, the attitudinal dimension of education and training (a factor often overlooked) should be greatly emphasized. There was no doubt that knowledge and skills were essential for development but only if they were accompanied by attitudes which are conducive to work.

27. In addition to UNESCO's regular activities in training, research, development of infrastructures, consultative services etc. the UNESCO representative singled out a number of regional programmes, undertaken by this organization, for intensifying the development of human resources in specific areas in Africa. These included:

- The Regional Programme for the Elimination of Illiteracy in Africa before the end of the century;
- Regional Technical Cooperation for Training and Research in Educational Planning and Administration;
- The Network of Educational Innovation for Development in Africa which aimed at promoting educational innovations, developing appropriate technologies and intensifying cooperation among countries in the region;
- Disciplinary networks in nine engineering fields.

28. As activities in these and related areas overlapped with those of other specialized agencies, regional and sub-regional organization, inter-governmental, and non-governmental organizations, the UNESCO representative appealed for the closest possible collaboration, particularly in the definition of strategies and the design and implementation of programmes for human resources development. Policies should be harmonized if services to member States were to have the maximum impact. The meeting was viewed as an opportunity to further coordination at the regional level. It was hoped that it would also produce an effective programme for cooperation, and would formulate guidelines for its implementation.

29. In the discussion that followed, a number of issues were raised regarding knowledge, skills and attitudinal factor inputs for quality human resources. The first related to the need for continuous updating of those responsible for imparting knowledge, in line with changes in knowledge and skills. While this was true, the meeting was informed that UNESCO's programmes anticipated such changes and passed them on through such activities as the retraining of teachers during long vacations and/or the activities of the Network of Educational Innovation for Development in Africa (NEIDA). Also, quite often UNESCO utilized the experience gained in one country to help solve related problems in another country. Through workshops, seminars, and visits, new knowledge was transmitted to teachers and trainers.

30. A second issue raised was language development in Lusophone countries where there was need to develop either French or English for ease of communication with neighbouring or other African countries, and to participate effectively in developmental activities in the region as a whole. Mozambique for instance was in a sub-region where English was the dominant language. The UNESCO representative assured the meeting that his organization was always ready to help Lusophone countries and, in this regard, UNESCO had decided to start issuing some of its important publications and documents in Portuguese as from the end of October 1984. Special programmes were organized occasionally for educationists from Portuguese speaking African countries and training workshops have been organized in co-operation with the Government of Brazil. Specialists and consultants have also been made available to governments in all Portuguese-speaking African countries, and Guinea Bissau and Cape Verde were actively involved in NEIDA.

31. A third issue raised was whether UNESCO was doing anything by way of education that was not just innovative but produced innovative minds. To this UNESCO pointed out that educational systems tended to be very conservative. In general, educational programmes and activities were supposed to produce innovative minds but, as experience had shown, innovative minds were not easy to breed. Not only education but also the environment affect creativity and innovativeness. UNESCO helped with innovative programmes, particularly in the fields of language development, adaptation of educational materials, and reorientation of curricula to correspond to national needs.

32. On a fourth issue of what specific programmes UNESCO had for assisting African countries and educational institutions, the representative listed a number, in addition to those included in the document. He stressed that his Agency was always ready to assist African member States but this could only be on request. These requests can be channelled through the UNESCO National Commissions whose primary role was to advise member States on what contributions UNESCO can make in dealing with problems in the educational, scientific, cultural and communications fields.

Unemployment, Poverty and Basic Needs Fulfilment Factors

33. The ILO representative in presenting the document "Reduction of Poverty and Maximization of Productivity and Employment for Basic Needs Fulfilment", (E/ECA/HRP/TC/84/6), summarised the current situation in Africa with respect to unemployment, income distribution and poverty incidence. The document was based on the findings of various ILO missions in Africa. The following facts pertaining to the mid-1970s were emphasized:

- Unemployment affected 8% of the total labour force (as much as 25% of the urban labour force) and underemployment affected 40% of the labour force.
- Income distribution was much more skewed than hitherto believed. Gini coefficient average 0.55, implying a gap between the top and bottom 20% of the order of about 15 to 1. Rural-urban gap was of the order of 4:1.
- Around 35% of the population was affected by poverty, while around 25% of the population was affected by poverty, while around 25% suffered from "food poverty" - i.e. had income or production insufficient to provide adequate food intake.

34. The ILO representative highlighted the fact that economic performance in the 1970s had certainly exacerbated the situation outlined above. Per capita GNP had hardly increased in the 1970s. Performance in the agricultural sector had been especially poor and in most of the countries per capita food production had fallen. Both external and internal factors were responsible for this poor economic performance. Among the external factors were the fall in real prices of primary commodities as a result of recession in industrialized economies and oil price increases, and the ravages of the drought which had severely affected a majority of African countries. Internal factors pertained to an anti-agriculture bias in terms of resource allocation and producer prices.

Agriculture still suffered from lack of investment resources. Even the meagre resources devoted to agriculture were misallocated to capital-intensive schemes. Prices paid to farmers still lagged behind prices for consumer goods.

35. The policy implications of the analysis were clear. At the external level, the international community had an obligation to ensure fair and stable prices for primary products, to allow easier entry to non-primary exports of developing countries, as well as to assist them in the adjustments needed to meet balance of payment problems. It was, emphasized, however, that the economic crisis needed stronger internal measures. Among these the following were imperative: giving priority to agriculture and the informal sectors, adopting appropriate technology for all sectors of the economy, and adopting a rational population policy to ensure the attainment of full employment and growth.

36. During the discussion following the ILO presentation, questions were asked with regard to the experience of the Jobs and Skills Programmes for Africa (JASPA) and the Southern African Team for Employment Promotion (SATEP); specific policies needed for agricultural development; the need for training in the agriculture and informal sectors; and the desirability of controlling population. The ILO representative gave details on the purpose of JASPA and SATEP. JASPA's experience had shown that agriculture had to be given greater priority in development so as to reduce income differentials between rural and urban areas which were the main cause of rural-urban migration and which, in turn, resulted in open unemployment in the urban areas, especially in the informal sector. The important corrections that were needed were to give greater financial resources to agricultural projects. This should be of an appropriate nature to conform to the existing agricultural structures; capital intensive technology should especially be avoided. The other correction that was needed was to grant greater incentives to farmers in the form of remunerative prices. The ILO representative emphasized that in some countries there was a recent reversal of falling real prices but that it was too soon to judge whether this was a long term trend. Regarding more specific policies for the agricultural sector the representative said that this could only be done on a country-by-country basis. JASPA missions had made specific recommendations on this. The same applied with respect to population policy. Each country had to judge the need for this based, inter alia, on its natural resources endowment and pattern of economic growth. In general, it could be said that the present rate of population growth in Africa was outstripping the productive base. The ILO representative agreed that there was need for special training programmes for the labour force in agriculture and informal sectors in which the bulk of unemployment and poverty problems were present. He pointed out that the ILO had instituted such programmes and was ready to do more within the constraints of resources available to it.

Political Factors

37. In presenting document E/ECA/HRP/TC/84/7, "Political Impediments in the Development and Utilization of High Quality Human Resources: the African Refugee Factor", the representative of the Organization of African Unity (OAU) emphasized the need for realism in discussing issues related to the subject.

The political aspect of human resources development was a very sensitive topic but there were also technical dimensions to the subject which should be open to discussion. After all, purely political dimensions were best left for a body such as the OAU Council of Ministers.

38. The refugee problem had engaged the attention not only of Africa but of the international community. African refugees numbered several millions and the majority lived in Africa's poorest countries. Though there were many factors giving rise to the refugee problem the political factor stood out as an underlying or dominant factor in most instances.

39. For human resources planning, development and utilization the implications and consequences were clear. There were the innocent children, a reservior of talents and skills, who were deprived basic education, let alone high education. These needed educational facilities and scholarships. There was also a sizeable number of African refugees who were highly educated, well trained, and possessed some of the critical skills needed for African development. When these skills were available to African countries in which they resided, there was less to regret than when the refugees lived outside the continent. Africa was recruiting non-African technical personnel when there was this ready pool of African expertise among the refugee population. It was imperative that African countries that had given refugee status to African nationals use the highly qualified and trained skills they possess in development programmes and activities rather than discriminate against the refugees. The use of refugees for national development would not only lessen their dependence on the host country for livelihood but help to alleviate the critical manpower shortage of many African countries.

40. The OAU representative drew the attention of the meeting to the fact that many African nationals who had left the continent for developed countries often came back to Africa, though not necessarily to their own countries. Many African nationals came to the region as members of teams from international organizations such as the World Bank, the International Monetary Fund, or the United Nations Agencies, to advise African countries on their socio-economic problems.

41. On ways in which refugees could be assisted, the representative reiterated the point that refugee children could be helped with scholarships, and, upon completion of their studies, if they wanted to return home, the country of residence could help with repartiation formalities and problems. Refugees could also be helped by being granted citizenship by the host country, a step which had been taken by the United Republic of Tanzania. This example could be emulated by other African countries.

42. The meeting decided to combine discussion on this subject with the discussion on the following related topic. (See para. 47 below.)

Return of Talents

43. A representative of the Intergovernmental Committee for Migration (ICM) introduced a paper entitled "Impact of the Return of Talent Programme to Africa and Cooperation in the Field of Human Resources". In explaining the origins and purpose of the ICM, the representative noted, first of all, that in the last decade or two the subject of the brain drain from developing to developed countries had arisen in numerous forums. Early in the seventies, the Intergovernmental Committee for Migration was requested by several governments to come up with a programme which would help in counteracting the brain-drain. Negotiations started in 1974 under the so called "Return of Talents Programme" involving mainly the United States of America, the Federal Republic of Germany and several Latin American countries. During this period, ICM succeeded in relocating nearly 3,000 professional and technical personnel in different sectors and fields.

44. The representative further explained that the programme had two main goals: political and operational. In relation to the former, the project aimed at assisting African countries in improving their resources of qualified personnel by:

- counteracting the adverse effects arising from the outflow of trained personnel of developing countries (brain-drain);
- strengthening the economic, technical and scientific development of African countries by measures designed to improve their human resources potential;
- contributing to inter-regional co-operation among African developing countries by supporting the transfer and exchange of know-how. By strengthening the technological capacities of these countries, they would be able to attain greater self-reliance;
- promoting the exchange of trained African personnel among African countries and the return of qualified African manpower residing in Europe to fill positions of importance to the economic development of the countries of the African region;
- diminishing the need for the use of experts from industrialized countries thus contributing to self-reliance in developing countries and allowing for savings to be made in funds earmarked for development assistance.

On operational goals the project aimed at:

- creating the appropriate conditions for the movement, placement in employment, re-integration or integration, of qualified nationals of African countries to take up gainful employment in their countries of origin or another African country requiring specific skills.

45. The ICM representative stated that at the first Conference of Ministers for Human Resources Planning, Development and Utilization, in Monrovia, in 1981, the return of talents programme of ICM was extensively presented and the co-operation of ICM and ECA in the field of human resources was endorsed by the Conference. He further pointed out that since 1961, negotiations had been undertaken with African Governments and organizations interested in the return of qualified persons to the African continent and, as a result, ICM had developed two programmes in this field. The first was a pilot scheme,

"Reintegration of qualified African nationals", financed by a grant from the European Economic Communities. This project, implemented in coordination with the ECA, foresaw the return to Africa, over a two-years period of 200 nationals who had undertaken high-level studies or acquired specialized knowledge or skills in industrialized countries. The second was a programme "Expansion of ICM's Return of Talent Programme to Africa from the USA". It foresaw the return of approximately 50 qualified African nationals from the USA in a twelve months period.

46. Under these programmes, ICM identified specific posts which could not be filled locally, but which might be filled by returning qualified personnel. This task was performed in close cooperation with the competent national authorities as well as with universities, research institutes and enterprises in the public and private sectors. It also carried out recruitment in the industrialized countries to locate prospective returnees, advised and provided them with relevant information on employment opportunities and facilities available as well as on working and living conditions and customs regulations. Finally, it pre-selected candidates on the basis of an evaluation of their professional background, training and experience in the light of the requirements of job offers received. The definitive selection is made by the employer in the receiving country.

47. The document introduced by the OAU representative and the paper presented by the ICM representative generated much discussion. On the issue of practical solutions to the problems of refugees enumerated in the OAU document it was noted that an elaborate structure had been created within the OAU secretariat to deal with African refugees. Included in this structure were the Bureau for Refugees, the OAU Commission of 15 on Refugees, the OAU Coordinating Committee on Assistance to Refugees. These and other bodies adopted practical actions to alleviate the situation of refugees. Educational opportunities and resettlement facilities, were two areas of concentration. Following the Arusha meeting on refugees was drawn up. The OAU representative was emphatic on the need for African governments to give fullest support to the attempts of the OAU to solve the refugee problem in Africa. He pointed out that the African Charter on Human and Peoples Rights adopted in Nairobi in 1981, had been signed by only a handful of states. He appealed to the technical experts attending the meeting to assist in getting their governments to sign the charter.

48. On the activities of the ICM, several delegates noted that the question of return of talents was still of major concern to Africa. The practice of bonding students may not work effectively because receipient countries sometimes offered special attractions in order to retain them. ICM was advised to publicize its activities more widely in the continent and maintain regular contacts with African governments. Refugees who left their countries for reasons outside their control. Secondly, there were those who left and were able to develop skills and talents which could be put in the service of Africa. For those in this category, it was difficult for African countries to know who they were and how their services could be obtained. On the other hand, the persons concerned may not know of how their talents could be used in African countries. Some machinery should be established for bringing the two together. Then, thirdly, there are those who would not be accepted in their countries even if they decided to return. Each of these aspects of the problem must be dealt within concrete ways.

49. The ICM representative provided information on procedures adopted to involve African States in its activities. As in many instances, the organization worked mainly with diplomatic representatives in Western capitals, it was possible that agreements concluded with them were not widely known in their home countries. This may be a reason why some delegates questioned the validity of parts of the paper which referred to their countries. The representative emphasized that the ECA/ICM Return of Talent Programme was aimed, particularly, at African professionals who left their countries of origin for post-graduate studies, training and other professional purposes and were willing to return but faced problems in finding suitable job opportunities and financing their return. As regards ICM programmes being confined to English-speaking African countries, the representative stressed that some French-speaking and Portuguese-speaking countries had benefited from the work of the organization and all countries were free to participate in its activities. However, ICM was in an exploratory phase and its funds were not unlimited.

Industrial Factors

50. In the presentation of the document "Approaches to Industrial Training", E/ECA/HRP/TC/84/11, the UNIDO representative referred to the recommendations and proposals adopted by the Fourth General Conference of UNIDO which was attended by several African countries at ministerial level. The recommendations, inter alia, dealt with the development of human resources for industry, the strengthening of scientific and technological capacities and the Industrial Development Decade for Africa. Industrial development in Africa should not be seen as a matter of equipment and choice of technology and financing, but should also be a matter of building skills and employing human resources. Attention was drawn to the fact that project financing, both domestic and external, generally provided minimum funds for training personnel. Project contracts usually included provisions only for a few key personnel to be trained by the suppliers of equipment for short periods. Unless the countries carefully assessed the skills required for manning industrial enterprises, they would have to resort to costly agreements for a number of years to handle problems of operations, quality control and other bottlenecks. Manning problems should be looked at from the early stages of industrial project identification. The major bulk of the unskilled labour force may, in some countries in Africa, be found to be illiterate and not suitable in capabilities and attitudes for industrial employment which required a level of discipline, continuity and individual judgement. Training requirements would have, therefore, to be planned in a flexible manner appropriate to the specific conditions of each country.

51. Technology and training should be the subject of long-term planning to permit technological continuity and to allow industries to move progressively to higher levels of technological and managerial complexities. UNIDO, it was pointed out, was working on the development of methodologies linking manpower and training needs to different levels of technological complexity. UNIDO IV, it was further mentioned, invited the developing countries to consider the establishment or strengthening of high level co-ordinating bodies at the national level for effective planning and implementation of human resources development programmes. The co-ordinating bodies should evolve mechanisms for effective contributions from governments, industry and educational/training institutions.

52. The UNIDO representative pointed out that special attention needed to be given by African countries to the establishing and/or strengthening of information systems to provide, on a continuous basis, timely and relevant information on industrial manpower, training needs and training opportunities. Such a system would assist governments in preparing and implementing strategy, policy and systems for industrial manpower training. It would also assist African countries to establish mechanisms geared to co-ordinate the collection and flow of relevant information and its analysis, thereby providing a basis for effective co-operation among countries in the field of industrial training. With regard to activities in the area of building up African institutions it was indicated that these were embodied in UNIDO's Centres of Excellence Programme which covers training institutions as well as institutions which undertake research and innovation studies. A number of such institutions in Africa were equipped with facilities which, if strengthened, could better meet the needs identified as requiring training at the national, regional and sub-regional levels, and be in a position to organize, for example, training programmes in specialized areas dealing with science and technology, managerial personnel, technical/managerial ranks, training of trainers and contract negociators.

53. During the discussions the following observations were made: that training programmes sponsored by UNIDO did not give enough weight to the training of women; that Africa, the continent most in need of UNIDO resources for industrial training, received only a small portion of those resources; that UNIDO's accumulated data on Africa should be made available to African countries; that UNIDO should concentrate on financing training of nationals in the maintenance of industrial installations rather than hire external experts to do ad hoc repair works; that UNIDO should establish an early warning system in industry to advice African governments on possible solutions to problems instead of waiting until events had ocurred before intervening; that UNIDO appeared to concentrate its activities in all but Portuguese-speaking African countries; and that invitations to UNIDO's group training programmes open arrived late.

54. To the above observations, the UNIDO representative replied that UNIDO was providing women with individual fellowships as well as fellowships to participate in UNIDO's group training programmes. Special attention was being given to designing and developing appropriate curricula for women managers in industry at all levels. On the question relating to the allocation of resources, it was indicated that the bulk of UNIDO resources, including those obtained from UNDP, were directed towards Africa. The representative also informed the meeting that, under its Centres of Excellence Programme, UNIDO was fostering co-operation amongst African developing countries and encouraging the utilization of national institutions willing and able to open their training and research facilities to other developing countries. UNIDO's intervention in a country depended on the nature of the requests for assistance from governments. In certain cases, especially those relating to the rehabilitation of existing industries, it was cheaper and less time consuming to have experts carry out their assignment, without waiting for lengthy training in order to ensure the continuation of operations. With regard to the establishment of an industrial early warning system, the UNIDO representative stated that advice on this to member States was often provided, without prompting. As to the delays in reception of invitations for UNIDO's training programme, the UNIDO representative promised to look into the matter at Headquarters and field levels. Finally, it was

pointed out that UNIDO was active in Portuguese-speaking African countries. Among other activities, it was involved in identifying their training needs and in establishing institutional mechanisms for monitoring implementation of manpower programmes for industry.

Co-operative Exchange of Skills

55. In introducing document E/ECA/HRP/TC/84/13 "Cooperative exchange of skills - institutional and policy issues", the UNCTAD representative informed participants that the Trade and Development Board, in its resolution TD/B/L.739, requested the Secretary-General to convene a meeting of governmental experts to examine modalities for co-operation, to recommend ways and means of systematically promoting co-operative exchange of skills among developing countries, and to submit its findings to the Trade and Development Board for transmission to the High-Level Committee on Technical Co-operation among Developing Countries at its fourth session. This meeting, to be held in the first quarter of 1985, would provide an opportunity for governmental experts from developing countries to compare their experiences in this field and to formulate concrete recommendations for future action.

56. The generation and improvement of human resources, particularly of high level human resources, required considerable financial means and sizeable investment if the impact on social, economic and technological transformation of developing countries was to be significant. This was a major reason why the issue of efficient utilization of skills was critical. UNCTAD had been very actively involved, since 1972, in conducting studies and in providing opportunities for intergovernmental consideration of both the outflow of skilled manpower from developing to developed countries, and co-operative exchange of skills among developing countries. There was great interest in schemes for increasing co-operation among developing countries in skills-generation arising from complementarities in resources endowments and comparative advantages. Sound institutional mechanisms for co-operation were basic prerequisites if collective self-reliance was to have any real meaning.

57. Several delegates, at this point, raised the question of the modalities of obtaining assistance from UN agencies for the financing of human resources development programmes. The UNDP representative reminded the meeting that the UNDP Resident Representatives were statuned in all African countries and that Africa received approximately 40% of UNDP's global resources. In order to derive maximum benefit from cooperation with all UN agencies, governments were urged to maintain close consultations with the UNDP Resident Representatives/Resident Coordinators, this would also ensure that activities in human resources planning and development received adequate funding support.

Co-operation in Building and Use of Institutions

58. Two institutions presented papers on their experiences in institution-building for human resources development. The representative of the African Institute for Higher Technical Training and Research (AIHTTR) outlined the aims, objectives and functions of the Institute. He noted that the lack of understanding of the importance of high quality human resource input into the industrialization process was a major reason for the creation of AIHTTR. The Institute's basic objectives were:

(a) To foster intra-regional co-operation in strengthening the commitment to share the few skilled personnel and consultancy facilities available in Africa;

(b) To establish innovative technological institutions of high professional level and quality.

59. The AIHTTR was established in accordance with specific mandates of the Conference of Ministers of the ECA. The membership of AIHTTR is open to all African States, members of the OAU and the UNECA. The Institute existed primarily to assist member States in acquiring and developing adequate technical manpower capability for the transformation of African economies and exploitation of the region's natural resources for the benefit and prosperity of the African peoples, and ultimately to make African States self-reliant in technical manpower. Its activities cover eight principal areas: agricultural engineering and food technology; training of trainers in technology and electromechanical engineering; industrial promotion; electronics and communications technology; energy resources and mineral exploitation; chemicals and non-metaliferous exploitation; environment management; and infrastructures. It is, therefore, a vital investment for the realization of the ideal of the present meeting.

60. The major problem faced by the Institute, as seen by the representative, was that of support from African States. As of March 1983, only 13 states had signified accession of membership. And, of these, only three had paid their dues by September 1984.

61. In the discussion that followed, it was pointed out that the lack of support for AIHTTR might be due to the fact that member States saw the Institute as a duplication of the efforts of the African Regional Centre for Engineering Design and Manufacturing (ARCEDM). In reply, the Secretariat pointed out that the issue of duplication was being studied by an Ad hoc Ministerial Committee of the ECA Conference of Ministers. It was examining the continued relevance, viability and possible merger of some of the ECA/OAU-sponsored institutions. Until it presented its findings, member States were urged to contribute to AIHTTR's budget. It was also stressed that with some efforts on the part of AIHTTR, membership could expand and the number of contributing members increased.

62. The representative of CAFRAD informed the meeting that the African Training and Research Centre in Administration for Development (CAFRAD in the French acronym), was not an ECA-sponsored institution. It originated in the 12th General Conference of UNESCO held in 1962, when Morocco led 10 other African countries (Algeria, Cameroon, Gabon, Ghana, Guinea, Mali, Senegal, Sudan, Tunisia and Egypt) in presenting a draft resolution requesting UNESCO to assist them in the creation of a regional centre to study problems in public administration and their relation to African economic and social development. A provisional Bilateral Agreement was signed on 13 May 1964. The Agreement which outlined the organization of the Centre and the respective responsibilities of UNESCO, Morocco and the future member States of CAFRAD, transformed CAFRAD from an idea into a project and gave the Centre its legal and operational base, until the signing of the Permanent Multilateral Agreement by the participating African member States on 18 December 1967. Under the terms of this Agreement, the Centre became an African institution open to membership by all African States and hosted by the Moroccan Government.

63. CAFRAD's objectives, as defined by the December 1967 Agreement, were as follows:

(a) To undertake, promote and co-ordinate comparative studies and research on administrative problems connected with social and economic development in Africa;
(b) To organize scientific meetings, seminars and in-service training courses for high-ranking officials from the public and private sectors in African countries who play a significant role in development;
(c) To compile, analyse and disseminate documentation on the structure, organization and administrative methods of the different African countries;
(d) To publish appropriate material;
(e) To act as host and as a scientific liaison body for the particular benefit of institutions and schools of administration, universities, and, more generally, any other agencies whose activities are within the competence of the Centre.

64. CAFRAD was concerned with the improvement of public administration and management in Africa through an integrated programme of training, research consultancy and documentation. A guiding principle in the performance of this function, however, was that CAFRAD's activities should support, rather than replace, services in the field which were offered or were capable of being supplied by national institutes of public administration. A second principle which guided the formulation of the Centre's 1983-85 programme was based on the recognition that the Centre's effectiveness could be maximized by concentrating its programmed activities in a few critical areas. The range of needs in development administration in Africa was extensive and diverse, and arose in an ever-changing political, economic and social environment.

65. The CAFRAD representative noted that the Centre's research and training programmes were intended to be practical rather than theoretical: it shared personnel with African institutions, helped the least developed African countries in training of trainers in administrative and urban and rural reform. It carried out comparative administration research and shared this information in the aim of stimulating applied research; it also encouraged the use of African consultants in these studies. Some country studies in administrative reform had been carried out with the financial assistance of the UNDP. To facilitate identification and use of African consultants, a directory of experts in development administration had been compiled. The goals set in the CAFRAD programme could not be realized by CAFRAD working in isolation from national institutions and other African international organizations. It was only though co-operative efforts that the problems facing African Governments could be solved. CAFRAD had sought to work hand in hand with ECA, other African and international organizations and this approach would be intensified in the years ahead.

Management Factors

66. A representative of the Secretariat reminded the meeting that the last session of the Technical Preparatory Committee had emphasized the important role of public administration systems in the mobilization of national resources. Among others, it identified excessive centralization, lack of co-ordination and delegation of authority, politicization of civil services and weak management information systems as significantly contributing to the inefficient functioning of administrative systems in Africa. To deal with these and related problem-areas, the Technical Preparatory Committee recommended continous administrative reform programming, but with greater attention paid to methods of effective democratization of decision-making and meaningful decentralization, the establishment of viable and efficeint information systems, systematic training in development administration, reorientation of attitudes and behaviour patterns among public servants, and the institutionalization of machineries for administrative reform. Finally, the Committee drew attention to the "absolute necessity" of political and governmental support to efforts to reform public administration and management systems in Africa.

67. The document "The Management of Human Resources for Enhanced Productivity" (E/ECA/HRP/TC/84/3) focussed on some major issues in (1) the management of the development of human resources, and (2) the management of their utilization. Both hinged on the assertion that all other resources could only be transformed for beneficial use through human effort. In turn, the transformation of people into a crucial resource depended on the acquisition of knowledge and skills, on the one hand, and motivation and dedication, on the other.

68. Within this framework, several issues needed to be highlighted. First, the management of human resources involved, initially, developing such resources. This meant planning and management of the institutions responsible for implementation of such plans such as departments of manpower planning, establishment offices, and ministries of health, education, social affairs and labour. They must be properly staffed, adequately funded, and well managed, if they were to function effectively.

69. A second issue raised by the representative was that a sound educational system determined the quality of the labour force and its distribution. Only through proper organization and management of educational programmes could trained manpower maximize its productivity. Related to this was the localization of professional qualifications, which had only had a modest beginning in African countries. Also of importance was the need for educational and training institutions to be primary sources of innovation and invention which could then be fed into management methods, techniques and practices. This also called for a more serious approach to research.

70. The representative pointed out that training, a third issue of importance, had occupied the attention of Governments in Africa and had attracted huge amounts of resources. However, numerous problems persisted, of which four were noted:

1. The linking of training to recruitment, deployment and career development;
2. The relevance of training to actual work conditions;
3. Training to take into account motivational factors; and
4. Training, besides transferring knowledge and skills, was to foster values which would enable public servants fight corruption and impropriety in public services and help in developing personal qualities such as honesty and integrity.

71. As regards the issue of recruitment and deployment of human resources, mismanagement in these areas was said to cancel out any previous achievements in socialization, education and training. Quite commonly, recruitment processes were weak and the wrong man ended up in the right job. Recruitment was critical to the utilization of human resources in that once an unsuitable person was recruited to a post, especially at middle and top management levels, it was difficult to remove him or even transfer him later. Recruitment officers needed training in techniques of selection and the carefully designed rules and procedures must be rigorously applied.

72. On deployment, the ECA representative stressed that wrong horizontal or vertical personnel movements had the same harmful consequences for productivity as wrong recruitment. Redeployment might require retraining, but this would be unnecessary if staff were properly deployed in the first place. The frequency of redeployment was also a reflection on the appropriateness and quality of the recruitment system. Relevant to this issue of deployment was the old debate on generalists versus specialists and hierarchical relationships between the two categories of public servants.

73. On the issue of motivation, the ECA representative noted that leadership was an essential aspect. A good and effective leader had to be many things and possess many attributes. But, above all he must develop personal qualities which inspired confidence and motivated others to produce at their maximum. He must know what controls to apply in particular situations and the degree to which applied. The reality, however, which was commonplace in African public service, was of "arrogance downwards and deference upwards".

74. These were some major issues on the management of human resources for enhanced productivity in Africa highlighted by the ECA representative. Perhaps the best evidence of their relevance and impact was the extent of the brain drain and its implications for African socio-economic development. He observed that in the wake of the World Development Report issued by the World Bank in 1983, there seemed to be a more genuine awareness of the pivotal role of the management factor in the development process. The experience of 25 or so years of independence in Africa had borne out the fact that limited attention paid to administration and management had constrained effective policy formulation and execution, plan formulation and implementation, efficient financial management, and maximization of the possible benefits from public sector enterprises. Returns from the scarce resources available to African countries, whether internally generated or externally procured, were at minimal levels primarily because of poor management. Human resources were Africa's most vital assets. In terms of overall quantity, in terms of overall quality, in terms of specialized skills for undertaking developmental tasks, in terms of proper attitudes, motivation, leadership capabilities and the like, African countries continued to face numerous difficulties. Dealing with these must become priority preoccupations if developmental potentialities were to be fully exploited.

75. In the discussion, the point was made that there was a tendency to be too critical of public administration and management systems in Africa. Much had been achieved by them in the decades of independence and due recognition must be given to this. It was also noted that the private sector had made significant contributions to development in some African countries and the intervention of government in the economy, mostly through the mechanism of public enterprises, was not necessarily detrimental to socio-economic growth and development.

76. The fact that administrative systems had not altogether been unproductive was accepted by the representative of the Secretariat. However, he felt that this was not uniform throughout the continent and that most public administration and management systems now had reduced capacities and capabilities. In any case it was more rewarding if weaknesses and inadequacies were recognized and programmes and policies evolved to deal with them. On public enterprises, he pointed out that the expansion in size of the public sector was a fact of life in all African countries. Public Sector enterprises were, in general, a drain on national resources and were plagued with a plethora of management problems. Again, it would be to Africa's gain if these problems were squarely confronted and serious efforts made to increase the overall benefits from public sector enterprises.

Fiscal Policies and Incentives

77. In his introduction, a representative of the Secretariat referred to document ST/ECA/PA.11/HRP/9/31 on "Public Finance Management in African Countries" presented at the First Conference of Ministers. That document dealt with the shortage of trained and experienced staff in the field of public financial management in African countries. Speaking on document E/ECA/HRP/TC/34/9, "Compensatory Fiscal Policies for Enhancing Labour Productivity", the representative said that it was intended to call the attention of member States to the role fiscal policies could play in enhancing labour productivity in African countries.

78. The document outlined briefly the utilization and productivity of human resources in African countries. The overall picture of the use of labour in all sectors of African countries, according to various studies carried out either by ECA or UN agencies, showed that there was under-utilization of human resources and that labour productivity was low. Because of this, certain corrective measures were needed and one of these was the use of fiscal policy. Fiscal policy was defined as the policy of the treasury which was closely related to national objectives. Fiscal operations affected, in important ways, the functioning of the economy and, therefore, could help create employment and enhance labour productivity which, besides giving material improvement to the worker, could also contribute towards the overall increase in GNP, through higher production of goods and services, etc.

79. It was suggested that Government expenditure policies and taxation systems were tools which could be used in the enhancement of the various factors of labour productivity. Through expenditure policies, allocation of resources could be made from lower to higher priority sectors which were needed to increase labour productivity. For instance, increased expenditure allocations, health services, building of feeder roads in the rural areas, agricultural and educational programmes and activities, etc. could help in enhancing such factors of labour productivity.

The lowest fiscal tool, taxation systems, besides providing domestic revenues for financing public sector programmes could be used to help create employment through its policies towards domestic and foreign investments done through various tax incentives and exemptions extended to investors. The use of varying tax rates, particularly income tax rates, could help in enhancing the income levels of labour. Fiscal policies could be a boon to worker productivity if applied in the right sectors of economy and monitored closely.

The Case for a Consolidated Approach: Issues and Options

80. In introducing the document "Human Resources for African Development: Issues for Consideration; E/ECA/HRP/TC/84/10 and its Add.1, a representative of ECA attributed the lack of improvement in economic performance in Africa partly to the low quality of African human resources. The African Heads of State's economic summit had "taken note of the situation in the development and utilization of human resources in Africa, the principal aspects of which are the high rate of population growth, the growing level of unemployment, and underemployment, the shortage of different types and levels of trained manpower" adding that with the continued threat of African human resources quality degradation arising from drought, the subsequent crop failures, food shortage and the related malnutrition, the situation was no better now than it was when the Lagos Plan of Action (LPA) was prepared.

81. In response to this issue of the low quality of human resources and the threat of continued quality degradation there was an urgent need for "translating public pronouncements at international meetings into action programmes through integration of manpower planning programming functions, personnel development" as the LPA chapter on human resources development and utilization had counselled.

82. He went on to commend the ECA Council of Ministers which had complied with the LPA council by taking the concrete action of establishing the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization. The same body at its first session, had in turn taken concrete action by calling for the establishment of institutional machinery to serve as a national focal point in (i) human resources policy harmonization programme co-ordination and (ii) ensuring coherence and complementarity between the planning aspects with the development and utilization aspect, and also between the various programmes concerned with enhancing the quality of African human resources.

83. He noted that member States had also taken concrete actions and had redoubled their efforts, in compliance with the resolution of the First Human Resources Ministers Conference, but that a number of issues had emerged that continued to slow down their efforts. These, he went on, needed to be identified and studied as a basis for determining new directions. The first of the issues was the lack of common understanding on the nature of human resources, the various programmes that enhanced the quality of human resources and the different concepts within the field of human resources utilization.

84. Turning to the nature of human resources, the ECA representative elaborated on the view which saw the attributes of "human" resources as consisting of: (i) the physical attributes made of brains, nerves with the

related sense receptors and transmitters, muscles, skeleton, metabolic body systems and the energy therein; (ii) knowledge, skills and attitudes, which formed the basis for the resourcefulness and innovative minds of human resource; (iii) propensity to work; (iv) basic need satisfaction and the tendency for order and development of organizational framework for managing human endeavour. These, when properly nurtured and developed, constituted the valuable inputs that activated and sustained development, and the underdevelopment of which adversely affected development.

35. He went on to explain that the above-mentioned resources were subject to (i) exploration and identification of their status, levels etc. (ii) nurturing and development through a variety of programmes; (iii) renting out in the job market for production service rendering or satisfaction of one's basic needs; (iv) deterioration through continued use, growth process and aging, disuse and, sometimes, selfabuse. Consequently, planning, development and utilization of human resources had to take into account these four elements if the high quality aspect of human resources was to be attained.

36. Other issues which were highlighted by the representative included the non-integration of human resources planning into overall socio-economic development planning, the lack of complementarity and coherence between manpower planning, on the one hand, and development and utilization on the other, and the isolated approach and lack of complementarity between various human resources development programmes. These, he observed, continued to be regarded as ends in themselves to the detriment of coherence and complementarity. He further cited lack of fully trained staff for adequate delivery of these programmes factor outputs, inadequacy of data, and inappropriate organizational machineries with clear functions and appropriate orientation as equally important factors.

37. Turning specifically to human resources planning, the ECA representative emphasized the need to consider the quantitative as well as the qualitative aspects of human resources, ranging from population/demographic considerations to the maternal and child welfare, health, food and nutritional, environmental, employment/income generation activities industrialization, incentive systems, political and management requirements as a basis for enhancing the quality of human resources. He went on to explain that the concern of the conference was not so much the training or development of human resources for various sectors of the economy, as identifying factors that made man complete as a productive economic entity. Hence the need to plan for the delivery of the high quality enhancing factor. This involved determining what the status of these high quality indicators were and ought to be at some point in the future, and how they would be attained. For this purpose a planning subsystem at national, sectoral, and individual organizational level were more urgently needed than ever.

38. Turning next to the human resources development subsystem, he noted the need to determine the human resources development factor inputs which had been discussed in other documents. The following aspects on the respective factors inputs were noteworthy:

(i) Population and demographic variables, in so far as population growth rate needed to be monitored, in relation to the availability of resources and capacity to provide the required quality life enhancing and life sustaining services.

(ii) Maternal and child welfare factor, the significance of which lay in the fact that this was the point at which critical decisions were made regarding, among others, family size, regularity of eating and what to eat, health and education services. Wrong decisions and lack of knowledge on these could irrevocably affect all bones of developing high quality human resources.

(iii) Physical and mental health factor, the significance of which lay in the fact that related programmes were a principal determinant of peoples' physical and mental wellbeing and inadequacy resulted in misery, diminished productivity, etc.

(iv) Food and nutrition factor, the significance of which lay in the fact that they are the major determinant of people's intellectual, physical and emotional development, and the deficiencies of which result in low body weight at birth, diminished immunity, impaired intellectual, physical and emotional development, and hence a lowering of the quality of human resources.

(v) Knowledge, skills and attitudinal factor, whose significance lay in the fact that they constituted a major input into and output of work, determined peoples general resourcefulness and innovativeness, provided a basis for status and authority, and whose inadequacies caused severe psychological and personality problems besides curtailing development effort.

(vi) Environment and human settlement factor with the significance of being a major determinant of the general economic, social, physical and mental health of any population, and the degradation of which is a major cause of poverty, disease, social deviancy and cultural dilution among others.

(vii) Work employment and income generation opportunity factor, whose significance lay in the fact that work or employment was one way of self definition, basic needs satisfaction, measuring one's worth, extending one self, generating tomorrow's jobs and livelihood for tomorrow's workers, and whose absence has the consequences of causing severe psychological and social as well as personality problems.

(viii) Industrialization factor, whose significance lay in the fact that it is a major determinant of jobs and income generation opportunities as a source of dangerous pollutants of air, water and often urban decay. Within it, skills, knowledge and attitudinal requirement can be derived, i.e., they are determinants of knowledge and skill requirements.

(ix) Communication factor, whose significance lay in promoting social intercourse, and inadequacies of which are causes of conflict which minimize the impact of human resource effort.

(x) Political and management factor whose significance lay in the fact that it provides a framework for regulating behaviour, social interaction in the conduct of one's affairs, wrong decisions and actions of which have psychological and social implication to the status and quality of human resource.

(xi) Fiscal policies and incentives whose significance lay in the fact that these activate, sustain and direct investments for job creation in marginal and economically depressed areas and lack of which causes disinvestment or investment and work avoidance tendencies.

3 . None of these was so insignificant as to be overlooked in the process of human resources development. In formulating a comprehensive manpower policy, they could be major policy elements. They are as inextricably inter-related as each reinforced and complements the other. They could serve as indicators for and focal areas of surveillance and intervention in human resources development. To attain the required coherence and complementarity, the need was for a human resources development subsystem working in tandem with the planning subsystem, and for the staff within the various quality factor input programme to liaise with and complement each other.

90. Turning to human resources utilization, the ECA representative emphasized the fact that an individual's application to work involved the whose person using his muscles, mind and emotions in the sense that all the human resources intensified earlier on come to bear on the product of the work and that the need was for mobilizing all these resources as inherent in youth and adults whether handicapped or able bodied, whether in rural or urban areas. Each should have an opportunity to apply his innate resources in accordance to his capability and capacity wherever he may be. That way, it was possible to narrow the dependency ratio.

91. The representative pointed out that it was possible to review and re-orient prev prevailing concepts for application within the African situation. The causes of open unemployment, underemployment, visible under-employment, lack of demand for goods and services that labour produced, poor economic management, declining demand for labour, poor personality and medical problems, seasonality of production, were enumerated.

92. He went on to stress the need for urgent measures to correct socially undesirable and politically dangerous human resources utilization situations and called for a re-oriented human resources placement subsystem that was not only concerned with custodial labour exchange and welfare, the interpretation and enforcement of labour conventions, but also one that planned the creation of job and income generation activities. He pointed out that the existing placement systems were more for those in employment and or those looking for employment. There was, however, no system for accounting for the extent to which people were productivity used or engaged in productive income generation activities.

93. Turning to the function of managing human resources planning, development and utilization, he emphasized the need for a system integrating three subsystems, (1) the planning, (2) the development and (3) the utilization subsystems. These operated from ministerial or individual organizational unit levels, to the ministries responsible for monitoring, planning, development and utilization functions in the public, parastatal, private and rural/urban sectors. Thereafter, to the national focal point of reference and, eventually, the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization.

94. While the national level would constitute a focal point of reference for activating, scheduling and monitoring the execution of the planning, development and

utilization programmes, the second level of key ministries would be charged with the advisory and guidance responsibilities for the planning, development and utilization of human resources in key service sectors such as the (i) the public sector; (ii) the private sector; (iii) the parastatal sector and (iv) the rural/urban sectors. Finally, the third level would require organizational planning, placement for productive utilization and for monitoring productivity levels of workers. The units would actually engage in the detailed tasks of planning, developing and placing and productively utilizing human resources.

95. For effective operation of this system, it was emphasized that it was necessary to have a clear definition of organizational units and related staff roles, functions and responsibilities, functional linkages and reporting relationships, staffing requirements, and data and information base.

96. Following the presentation of the document by the ECA Secretariat, a representative of the OAU drew the attention of the meeting to the urgency of developing human resources. The Lagos Plan of Action had called for the international community to lend support to African countries in their efforts to implement the Plan. He informed the meeting that, since 1980, the OAU in collaboration with the UN Agencies, had held annual meetings at which the issue of human resources development and utilization were considered. More importantly, the annual meetings emphasized the co-ordination of inter-agency efforts in human resources development with a view to channelling agency resources into areas where they could be more effectively utilized. They also examined areas of duplication of efforts, reviewed areas of critical need, and mapped out future courses of action.

97. To ensure the effective co-ordination of efforts in the development of quality human resources, a committee of six agencies and organizations (ECA, ILO, UNESCO, UNDP, UNIDO and OAU) had been set up at the initiative of ECA and OAU. As a first task, the committee sent questionnaires to all UN Agencies and the member States of OAU to obtain information on human resources planning, development and utilization. The response to this questionnaire was very disappointing as only fifteen agencies and six member States had responded. Although a reminder had been sent to the member States, the response was still very poor. The OAU representative, therefore, appealed to member States for their response to the questionnaires and to collaborate with both the OAU and UN agencies in their efforts to develop quality human resources in Africa.

98. The meeting expressed its disappointment at the poor response to the questionnaires but urged the OAU to pursue the matter with renewed vigour so that a picture representative of the African region could be given in the study, based on the information from the questionnaires. Delegates requested that copies of the questionnaires be made available to them for completion on their return home. It was also pointed out that there was need to undertake joint inter-country manpower planning programmes on a regional and subregional basis and thus pooling together in the development of particular skills which one country could not develop on its own. Secondly, there was need to extend the area of technical co-operation in the use of African human resources. Specifically, African countries which had surplus human resources in one area could supply them to other countries which were difficient in the same skills. In this way there would be a flow of skills among African countries. What was needed, therefore, was to establish data and information banks of all available skills; it would also serve as an information base for determining surpluses and deficits in different countries.

VIII. Review of progress and constraints in the implementation of the decisions of the First Conference of Ministers Responsible for Human Resources Planning, Development and Utilization

E G Y P T

99. The delegate from Egypt explained that his country's experience in the field of human resources planning, development and utilization dated back to the nineteenth century, enriched by exchanges of modern Europe. The experience was also deepened, and enlightened by needs of African development, especially in response to guidelines and resolutions spelt out in the first African Ministerial Conference, Monrovia, October 1981 and in the Lagos Plan of Action.

100. At the national level, the following were the major institutions operating in the field of human resources planning, development and utilization:

(i) The Supreme Council of Manpower Planning and Training (highest supervisory organ of the network) presided over by the Prime Minister and undertaking planning, development and utilization of human resources;
(ii) Ministry of Manpower and Training;
(iii) Ministry of Egyptian Immigrants Affairs;
(iv) Ministry of Administrative Development;
(v) Institute of National Planning;
(vi) Institute of Management
(vii) Central Agency for Organization and Administration; and
(viii) About 218 Vocational Training Centres.

101. The structure and functions of some of these were outlined by the delegate. For achieving real co-operation among African countries in the field of planning, development and employment of manpower, the delegate recommended the following:

- establishment of a special window in the African Development Bank (ADB) for financing training programmes in African countries. He proposed that it be known as the "Development Window for Human Resources in Africa";
- formation of a committee of specialists for determining its system of work, identifying its objectives, and total funding;
- provision of information on the labour force situation, levels, attitudes, and movements in addition to labour market needs and the factors which caused imbalance between supply and demand of labour force. This was meant to enable those responsible to take the necessary measures and make relevant adjustments in planning and developing manpower in educational and training systems to reach equilibrium between labour force supply and demand within the socio-economic system in each African country. This necessitated the effective contribution of PADIS to provide the appropriate information on labour markets in each African country;

- with regard to the achievement of co-operation between African countries, it may be essential to establish an African bank of information on labour market; the date could be obtained through the relevant authorities in African countries;
- African countries should give special attention to the means for increasing the labour force and for promoting production. Furthermore, African countries should adopt social and economic policies for creating job opportunities and promoting productive labour force;
- it was also recommended to rely as much as possible upon African labour force to save foreign currency, and to eradicate discrimination between African and non-African personnel.

102. In reply to questions raised during the ensuing discussion, the delegate of Egypt informed the meeting that many of the decisions and recommendations of the last Conference had been implemented. The institutions described above were responsible for full implementation. Egypt had established a fund for technical cooperation with Africa to extend assistance through fellowships, training, and exchange of experts.

Z I M B A B W E

103. The delegate from Zimbabwe informed the meeting that since the Monrovia Conference, efforts to mobilize and develop the country's human resources had continuously been intensified. A more generalized and policy-oriented overview since Monrovia was to be presented to the Ministerial Conference by his Deputy Minister; he would deal with more technical issues in the areas of human resources planning, development and utilization.

104. A notable development since the Monrovia Conference had been the recent merging of the two former ministries of Manpower Planning and Development, and Labour and Social Services, into the new Ministry of Labour, Manpower Planning and Social Welfare.

The structure of the new Ministry was as follows:

(i) a Division of Administration and Finance responsible for the co-ordination of the Ministry's administration and finances;
(ii) a Division of Manpower Planning and Labour, charged with the responsibility for carrying out research, formulating plans, employment creation, placement, career guidance, foreign recruitment and overseas training, labour regulation, and the monitoring of unfair labour practices;
(iii) a Division of Vocational and Technical Training, responsible for industrial and institutional training;
(iv) a Department of Occupational Health and Safety, responsible for the promotion of safety of employees at work and the administration of the Workmen's Compensation Fund; and
(v) a Department of Social Welfare which looks into the welfare side of the country's human resources ranging from children right through to the aged, the destitute and the disabled.

105. He pointed out that each of these units was headed by a Deputy Secretary or his equivalent. Heads of divisions met once every fortnight to exchange views and to co-ordinate matters of policy. The unification of the two former Ministries had helped to harmonize the machinery for manpower planning, labour and development. More salient advantages that had accrued from the merger included the following:

(i) the minimization of unnecessary duplication of resources, and wastage of scarce professional and skilled personnel;
(ii) the ability and facility to plan globally for the development and utilization of all categories of the country's human resources: the professional, skilled, semi-skilled, women, ex-combatants, and the disabled;
(iii) the ability to co-ordinate, standardize and monitor training, especially that provided by private sector organizations;
(iv) the ability to plan for and co-ordinate the placement of locally and overseas-trained graduates;
(v) the ability to effectively monitor and evaluate the transfer of skills to local manpower by expatriate personnel;
(vi) the ability to implement the policy of tripartitism, i.e. the involvement of Government, employer and employee, organizations in matters relating to manpower planning, labour, training and employment; and
(vii) the ability to centralize information services relating to all aspects of human resources planning, development and utilization through the publication of a quarterly ministerial journal entitled "Labour and the Economy".

106. The delegate added that, in more specific terms, a number of inter-ministerial and tripartite structures, which had assisted in the harmonization of policies and the co-ordination of programmes in human resources planning, development and utilization, had either been created or consolidated as a result of the merger. For example, the following human resources committees were either chaired or had a greater input from the new Ministry of Labour, Manpower Planning and Social Welfare:

(i) Inter-ministerial Scholarship Committee

This Committee which was made up of representatives from 10 ministries and the University of Zimbabwe, co-ordinates overseas training. The Committee was chaired by the Deputy Secretary responsible for Manpower Planning and Labour.

(ii) Manpower Committee on Foreign Recruitment

This Committee, which among other ministries, had representation from the Public Service Commission, was again chaired by the Deputy Secretary responsible for Manpower Planning and Labour. The responsibility of this Committee was to ensure that foreign recruitment was consistent with Government policy to achieve self-sufficiency in the field of human resources within as short a period as possible.

(iii) Careers Guidance Committee

This Committee was chaired by the Ministry of Labour, Manpower Planning and Social Welfare. It drew its representation from the Ministries of Education, Youth, Sport and Culture, and Community Development and Women's Affairs. The Committee concentrated on providing career and occupational guidance through publications, career days' exhibitions and radio programmes.

(iv) Inter-ministerial Committee on the Standardization of Conditions of Service for Technical Experts and Consultants

This was a new Committee, chaired by the Ministry of Labour, Manpower Planning and Social Welfare. The Committee examined all technical co-operation agreements signed by Zimbabwe, with a view to developing uniform conditions of service that were in line with Government policy to develop an indigenous human resources capability.

(v) Manpower Development and Training Authority

This was an advisory employers' group, which would soon be democratised to include representatives of the Zimbabwe Trade Union Congress. This body, which was chaired by the Permanent Secretary of the Ministry, advised government in the area of training and manpower development. More importantly, it administered the Manpower Development Fund - which was money levied from employers by Government in order to promote training.

(vi) Wages Review Committee

This Committee periodically evaluated salary and wage adjustments in the private sector and parastatal organizations, especially for lower-income categories. The Committee was inter-ministerial and tripartite, with the chairmanship provided by the Ministry of Labour, Manpower Planning and Social Welfare.

(vii) Manpower Advisory Services Unit

This unit, which was part of the Research Unit of the Ministry, provided advisory services to other government ministries and departments on manpower requirements for any project or venture about to be launched.

(viii) Manpower - Education Committee

This Committee, which was recently formed, was responsible for co-ordinating planning in the areas of education and manpower development, paying special attention to curriculum change and development with a bias towards science and technology.

(ix) Employment Advisory Committee

With the growing school-leaver problem and the rising unemployment generally, Government had recently set up an inter-ministerial and tripartite Employment Advisory Committee to advise on employment creation measures for school-leavers and the demobilized ex-combatants.

(x) Retrenchment Committee

The contraction of industry, especially in the manufacturing sector, had forced some private companies and industrial concerns to retrench part of their labour force. In order to facilitate the smooth operation of such an exercise, Government had set up a tripartite committee which processed applications for retrenchments and ensured that the affected employees either get full terminal benefits or had alternative means of livelihood.

107. These were some of the many structures that had been created or strengthened as a result of the merger of two former ministries. What emerged from this account was the fact that the new enlarged Ministry was centrally placed to achieve necessary co-ordination and harmonization in human resources planning, development and utilization both within the public service and the private sector.

108. In concluding some major constraints and problems in the areas of human resources planning, development and utilization were highlighted by the delegate:

(i) Zimbabwe, like any other developing country with dependent linkages with the developed capitalist world, was experiencing the adverse effects of the world economic recession and shortages of foreign currency. This problem, coupled with the persistent drought situation, had led to the contraction of industry especially in the manufacturing and agricultural sectors. This was manifested in the form of retrenchments, short-time employment, and unpaid leave;

(ii) the other problem faced by Zimbabwe was the flight of skilled personnel from the public sector to the parastatal and private sector organizations because of the differential wage-salary levels. In 1983, about 73% of the total technical and related staff left the public service. The loss of such an important category of manpower seriously undermined positive policies in the area of human resources planning, development and utilization;

(iii) finally, Zimbabwe, perhaps like other fellow African countries, lacked the necessary funds to consolidate the machineries for human resources development and utilization. International funding agencies could assist in the areas of curriculum development, institutional training (both vocational and technical training) management and instructor-training.

109. In the discussions, several questions were raised on the experience with the merger of the Ministries of Manpower Planning and Development and Labour and Social Services. On how government was convinced about the need for the merger, the delegate noted that numerous perceived overlapping functions, technical studies on the subject and the experience of other African States in this area were important factors that enabled the political leadership to decide that a merger was imperative.

110. A number of delegates enquired about the policy of paying a 15% allowance to senior public servants to discourage them from moving to the private sector. The delegate explained that this was a temporary measure which arose because of the immense attractions offered by the private sector. The whole issue was under study and also a comprehensive salary review and incomes policy was under preparation. Harmonization of salaries was a policy goal. On the role of the private sector in the financing of technical and vocational training, the delegate explained that the private sector contributed to a training fund and rebates were granted to private enterprises undertaking training and willing to accept apprentices turned out by technical training institutions. To avoid the problem of huge accumulated funds derived from the training levy, without training outlets, the criteria for training which will attract rebates were announced annually in order that these be clearly known to private sector enterprises. It was hoped that this would encourage them to institute training programmes and take on trainees from outside their businesses. Finally, on the issue of measures to

contain the flight of White manpower, the delegate explained that indeed Zimbabwe had been used as a training ground for industries in South Africa. In 1982, a bonding system was introduced as a measure to deal with this problem. On the other hand, the delegate stated that the problem of the flight of White personnel now no longer caused concern. In fact, some of those who had left the country are now returning to Zimbabwe.

E T H I O P I A

111. The delegate from Socialist Ethiopia noted that his country inherited from the now defunct feudal regime the problems of unemployment and the shortage of skilled manpower. These problems were both economic and social in nature. The country also faced the problem of diminishing and low productivity of labour. The size of the Ethiopian population was an indicator of its vast human resources. However, the lag in the economic development of the country revealed the under-utilization of this resource. About 90 per cent of the population was employed in primitive agriculture and barely exposed to modern science and technology. As a result, the rural labour force was under-employed. The urban labour force, particularly the school-leavers and youth, were partly unemployed because of the low job creation capacity of the small modern capital-intensive manufacturing industries.

112. The delegate noted that having realized the seriousness of the problems of manpower, employment and productivity, the Revolutionary Government of Socialist Ethiopia gave primary attention to manpower, employment and productivity planning. The Government had fully integrated manpower, employment and productivity planning in its development plans. In the Ten-Year Perspective Plan and in the short and medium-term plans, a set of policies, strategies and targets that were related to manpower, employment and productivity were clearly spelt out. In the Ten-Year Perspective Plan and in the short-term development plans, the following objectives were clearly stated:

(a) To reduce unemployment substantially by creating new employment opportunities;
(b) To raise labour productivity;
(c) To improve working conditions and social security;
(d) To develop capability to review, analyse and plan manpower, employment and productivity.

113. The Revolutionary Government of Socialist Ethiopia had also given due attention and priority to the planned development and utilization of human resources as integral parts of over-all socio-economic development planning. A machinery was also set-up to co-ordinate human resources employment and productivity planning at the central level.

(a) Manpower Planning

The development of manpower and employment planning capability was given special attention by the Government. With the assistance and technical co-operation of the UNDP, a project for strengthening the Manpower and Employment Division of the Ministry of Labour and Social Affairs was being undertaken. In this project, Ethiopian experts were trained to specialize in manpower and employment planning.

(b) Education and Training

New educational policies were formulated to develop and utilize the nation's human resources. The educational policy of the country was to develop the physical, spiritual and mental ability of the young generation, and the Ethiopian masses as a whole, and to create a productive socialist man on a scientific, technological and cultural basis.

(c) Productivity Planning

The Government had realized that economic progress could not be achieved without increasing productivity. For this, first of all, it was necessary to measure and register the level of productivity. This pre-supposed the development of work norms and work re-organization. In the Ten-Year Perspective Plan, it was stressed that all productive units should build the capability to develop work norms and measure labour productivity. In the Two-Year Plan (i.e. phase one of the ten-year perspective plan), a directive was given to each ministry with regard to its responsibility in planning productivity in the enterprises that fall under it. Specialized agencies would give technical assistance in developing work norms and in planning labour productivity.

114. The delegate also explained that the agencies responsible for manpower planning in Ethiopia at national level were the Office of the National Committee for Central Planning and the Ministry of Labour and Social Affairs. He noted that the relevant departments for manpower planning were being strengthened with nationals and expatriates. Junior experts were trained abroad in manpower and employment planning. The Manpower Division of the Ministry of Labour and Social Affairs was strengthened with materials and equipment that were useful for data collection.

115. The delegate recommended that manpower, employment and productivity planning should be integral parts of the general socio-economic development plan of a country. The manpower requirements of the economy should be linked to the educational and training systems so as to produce the required type of manpower. This helped to optimize the use of manpower and reduced the number of educated unemployed. The concept of productivity planning should be related to productive employment in which every productive force generated surplus. The surplus generated was a source of new investment which would be used to create additional employment. Development of work norms and work organization needed to be stressed as a means of productivity planning. A data bank on manpower and labour matters should be created and data and information on manpower, employment and productivity should be systematized to ensure consistency and accuracy. This was useful in preparing realistic plans.

T A N Z A N I A

116. The Tanzanian delegate addressed six distinct, though related, issues in his country report, namely: manpower planning; manpower training and development; institutional arrangements for the co-ordination and control of manpower programmes; management development and skills-maintenance programmes; human resources utilization programmes; and regional co-operation in manpower programmes.

117. On manpower planning, he noted that his country had been guided by a concern for self-sufficiency in skilled manpower in all sectors in the national economy. The first perspective plan 1965-1980 had set 1980 as target date to realize this goal. To effect this policy, the Government created a Manpower Planning Section, later elevated to Division, in the Ministry of Economic Affairs and Planning, and, in 1975, it merged with the Central Establishment Division to form a Ministry of Manpower Development and Administration. Yet again, partly in response to the concern expressed at Monrovia, this Ministry merged with the Ministry of Labour to form the Ministry of Labour and Manpower Development.

118. The task of the Planning Division had always been to undertake continuous review of manpower needs and situation, and to advise the Government accordingly. Achievements had varied overtime. These included: 95 per cent localization of the civil service and 80 per cent skilled manpower localization of the entire economy. The failure to achieve the goal earlier projected, i.e. self-sufficiency in skilled manpower needs by the year 1980, had been due to factors such as:

(i) the limited, if not narrow, perception of skilled manpower needs at independence, whereby the concern was almost entirely focussed on the civil service or Government employment;
(ii) the rapid growth of the parastatal sector after 1967, when Tanzania opted to pursue a socialist philosophy for development; this created a need for managerial and science-based personnel.

119. The delegate noted that to redress the situation, namely, the imbalance between objectives and achievements in skilled manpower, Tanzania now gave greater attention to science and technical based disciplines. Besides, in order to improve the quality of manpower planning, a manpower data bank had been established and manpower planning personnel increased both qualitatively and quantitatively.

120. In manpower training and development, the delegate reported on primary, secondary, adult, and tertiary education and training. In all these fields of education, Tanzania was, at independence, either at a very low level or they were non-existent, e.g. adult education. However, Tanzania had been giving up qualified attention to education development even before the Lagos Summit and the Monrovia Conference. The resolutions of the two conferences had, however, given further impetus to efforts in this field. A Universal Primary Education (UPE) policy was adopted in 1974, with 1977 as a target date. Though this had not been achieved, some successes could be recorded in certain areas. Secondary school education had, in the past, been concerned with producing skilled manpower and hence it had always been employment oriented. Recruitment had also normally been guided by the manpower plan. An important aspect of the secondary school education programme was the reorientation of secondary schools towards agriculture, technical, commerce, home economics, and military education. The objective was to make education as complete as possible, to enable recipients to have a productive life. Adult education programmes started in the 1960s and had been concerned with imparting literacy skills, continuous education, and functional skills. By 1983, 80 per cent literacy had been achieved. As for post-Secondary education and training, the concern had been to produce sufficient skilled manpower to man the entire spectrum of the economy. The present thrust was toward science and technical based disciplines such as engineering, mineralogy, accountancy, etc.

121. The delegate noted that a number of problems arose from the implementation of the UPE programme. The abrupt rise in primary school enrolment which took place at a time of economic recession overburdened capacities in personnel, buildings, texts and equipments, reflected in the quality of education and performance. The Tanzania Government recognized these problems, and in 1981, a Presidential Commission was formed to review the entire education system, and advise the Government on the necessary reforms to be undertaken. The report of the Commission was currently being studied by the Government.

122. Regarding institutional arrangements for the control and co-ordination of manpower programmes and training, the Ministry of Labour and Manpower Development played this role by: (i) establishing manpower development framework; (ii) identifying manpower requirements; (ii) administering and monitoring manpower; and (iv) placement of trained manpower to relevant jobs. In order to function effectively, a number of advisory committees had been formed to assist the Ministry. Some of these administrative committees included: (a) The National High Level Manpower Allocation Committee; (b) The National Management Development Advisory Control Council; (c) The National Technical Training and Co-ordinating Council.

123. The Tanzania delegate pointed out the need to recognize that performance was conditioned by work environment which is dynamic and always changing and that the basic training one received was just preparatory. For effective performance, skills and knowledge needed to be up-graded and up-dated to enable one to cope up with increasing job demands, complexities, and responsibilities. Accordingly, and in accordance with Article 97 (ii) and 10 (b-c) of the Monrovia Resolution, Tanzania had, over time, evolved various programmes for development management and skills maintenance, such as top executive programmes, middle cadre training programmes, upgrading programmes, training for rural development, district and regional commissioners training and specialized workshops and seminars.

124. Earlier, human resources planning in Tanzania was directed at planning for the formal sector and resources utilization programmes were aimed towards this group. It was now realized that this was a narrow, if not false, perception of human resources utilization. Tanzania had a population of about 20 million of whom the potential labour force was about 8.5 m. or 44 per cent of the total population; wage employment constituted around 0.65 m. or 3% of total population. Clearly, then, a greater potential for development pay with the informal sector. Having recognized this reality in 1983, the Government promulgated a Human Resources Deployment Act, the objective of which was to ensure that every able bodied person was engaged in productive employment. To implement this policy, a National Resources Deployment Scheme had been established by the Act to perform the following functions:

(i) formulation of organized employment-generating projects;
(ii) making arrangements which will ensure that the undertakings in these projects occupy the residents all the year around;
(iii) giving guidance and assistance to the agricultural and other sectors on the proper combination of hard work and skills;
(iv) making arrangements which will cater for allocation and use of skilled and high level manpower and to secure the enforcement of their terms of employment in the interest of the nation.

125. Finally, the delegate stressed that Tanzania attached great importance to co-operation among sister nations in the field of manpower development. Tanzania was a member of several organizations, including CAFRAD, PAID and AAPAM. In the training field, she is a member State of ESAMI, which undertakes training and consultancy functions for the countries in the Eastern and Southern Africa regions. Tanzania also co-owned with Mozambique, the Institute of Diplomacy, situated in Dar-es-Salaam, and had student exchange programmes with several sister countries including Zambia, Burundi, Nigeria, Zimbabwe, Sudan, Swaziland, Kenya and others. Besides, Tanzania has been willing to sponsor and/or release her people to work in sister nations whenever the need arose.

126. In the discussions the question arose of the approach to manpower planning and utilization. The Tanzania delegate explained that supply considerations were given preference and subsequently related to demand for manpower. On the issue of unemployment among school-leavers, it was explained that from 1965 secondary education was planned guided by availability of public sector jobs. This determined recruitment into secondary schools. With the re-establishment of private secondary schools, some students are outside the national human resources plan, resulting in an emerging unemployed school-leavers problem.

T O G O

127. The delegate from Togo outlined developments in human resources planning and utilization since the First Conference. The most notable was the improvement of the government personnel management system to ensure constant availability of reliable statistics on government employees. These statistics were to cover all the data needed for sound human resource planning: age, sex, seniority, university qualifications, professional qualifications, duties and so forth. Also, there was a plan to conduct a census of all vacancies for analysis and for a better understanding of the changes taking place in the job market.

128. To put these measures into immediate effect a new office was created within the Ministry of Labour by decree of the Council of Ministers. It is known as the Office of Computerized Personnel and Labour Management. In spite of the difficult situation through which developing countries are at present passing, special funds were made available to the new office to allow it to go about its approved tasks without delay. On the technical level, the Office of Computerized Personnel and Labour Management was for the moment, using the facilities of the National Centre for Research and Data Processing (CNRETI), pending the acquisition of its own facilities and the training of its own staff.

129. Creating a data file on those employed in the civil service took two years (July 1981 to July 1983). Regularly updated, this file could be used to produce statistical tables and official notifications of appointments, promotions and retirements. The collection of data for the files on employees in the prefectures, para-public and para-statal organizations would being next December. It would be followed by the collection of data to be used for establishing a file on people seeking work and on vacancies advertised.

130. The delegate noted that other States would undoubtedly have created very satisfactory human resource planning mechanisms. Togo would be happy to get in contact with these countries in order to pool experiences. The same applied to any international organizations or agencies that were prepared to assist in bringing its schemes to fruition.

131. In the discussion following the presentation of the report the question was raised as to whether the creation of the new department responsible for computerization of personnel data would enable the responsible authorities to know everything going on in the administration. To this the delegate of Togo replied that there were other institutions that dealt with human resources planning such as the Ministry of Planning. The new department was merely responsible for the data bank which would facilitate personnel management and make available information on vacancies, etc. for analysis and use by other departments and ministries.

132. Another issue of concern expressed by delegates was use of computerized personnel data to counter payroll padding. As tampering with such computerized data was not an uncommon practice computerization should be combined with manual recording. The delegate of Togo explained the different states in the development of the data system and successes in dealing with payroll padding. He recognized, however, that the system could not be foolproof.

L I B E R I A

133. The delegate from Liberia, in presenting his country's report, noted that since the convening of the First ECA Conference of Ministers, the Government of Liberia had pursued, under its Second Four-Year National Development Plan (1981-85), a number of measures and strategies aimed at enhancing the quality of human resources planning, development and utilization. Like most developing countries, Liberia had adopted development planning as an important tool for allocating its limited resources into priority areas such as commerce, industry, agriculture, health, transport and communications. The Liberian Government recognized the crucial and pivotal role of human resources in achieving national development objectives. Planning for human resources development and utilization, likewise, involved the allocation of resources between various human needs and provision of the means of ensuring that the quality of life could be improved over time. As a consequence, Government had allocated a significant portion of the national budget to education and training.

134. The Government's major objectives for manpower development and employment were as follows:

(a) to achieve self-sufficiency in manpower resources by placing a large number of qualified Liberians in high level jobs currently being occupied by expatriates; and
(b) to minimize unemployment and underemployment in Liberia.

In this regard, the Government had begun to pursue the following strategies:

(a) promoting industrial opportunities with preference given to Liberian nationals and to industries using local material;
(b) organizing training programmes (on-the-job) for managerial, professional and technical positions as a condition for promotion to higher levels of responsibility in public and private sector employment;
(c) reorienting educational strategies and investment toward rural development by making the education system the primary tool for converting subsistence agriculture to monetary and market type operations;
(d) strengthening technical and vocational training through the activities of the National Council for Vocational Training and Technical Education (NCVTE);
(e) evolving a long-term programme addressing itself to solving the technical and management problems of small cash crop farmers and small-scale industrial entrepreneurs.

135. Many of the strategies indicated above required the support of programmes of research and manpower planning for various sectors of the economy. To make the required adjustments in the majpower development programme, adequate research and a statistical data base were basic requirements. Unfortunately, recent attempts to produce the required statistical data base for manpower and employment policy formulation had not been successful.

136. The delegate pointed out that the Government had continued its planning for an integrated system for manpower development and employment promotion. Planning involved the Ministries of Planning and Economic Affairs, Education, Labour and the Civil Service Agency, as well as agencies responsible for public sector training, vocational and technical education and training.

137. On education and development, the delegate informed the meeting that since 1981, the Liberian education system had been the focus of attention in an attempt to strengthen its planning capabilities, to delineate major problems and to develop new strategies for dealing with them. Notable among the achievements had been:

(a) The Education and Training Sector assessment completed in 1983 as a combined efforts between USAID and the Government of Liberia;
(b) The establishment of a Division of Information and Data Services in the Ministry of Education under a Fourth World Bank Education Loan;
(c) The 1983 School Identification Survey; and
(d) The 1984 National Conference on Education and Training in Liberia.

138. Three major aspects of an education strategic plan had been derived from these:

(a) A redefinition of the mission and philosophy of education in national development;
(b) The economic context within which educational programmes operate and the need to improve internal and external efficiency while maximizing opportunities for access and equity;
(c) The important structural and programmatic strategies pertaining to the education system.

The options which had been adopted for improving the educational system in terms of its mission and the economic and structural adjustment strategies now constituted the guiding principles for developing an education system which would meet the needs of Liberia in the 21st Century.

139. It was pointed out by the delegate that, to date, four economic assessments of the education system had been undertaken, with three of these undertaken since 1981. The education sector remained under-financed, with no likelihood of real growth in budgetary resources for some time to come. The 1984 National Conference on Education and Training proposed a number of policy objectives related to the economics of providing education and training in Liberia:

(i) Make more and efficient use of existing resources by rationalization of investment in all levels and types of education, and make more effective utilization of subsidy programmes;

(ii) Exploit private sector resources (church related, proprietary, and private enterprises) to aid in the human resources development process;

(iii) The allocation of funds, especially at the primary and secondary levels, should focus on expanding access and improving quality. Choices should be made on several policy issues: class size, promotion policy, use of facilities, change of cycles, teacher certification, and the possibility of the beneficiaries of education bearing a rising proportion of the education costs (e.g. higher education);

(iv) Labour market information should be collected to guide the development of higher education programmes. Higher education programmes must be planned to better meet manpower needs, in order to curb unemployment and underemployment of graduates and promote national development;

(v) Costs and benefits should be carefully considered in the financing of vocational and technical education to ensure that outputs were commensurate with investment;

(vi) New development projects should be designed so that no capital or incremental recurrent costs were required except by reallocations of funds from existing programmes of relatively low priority or effectiveness. Funding for new donor-assisted projects should be programmed to include all capital and recurrent costs for the project's duration, and the project should be designed so that post-project recurrent costs are minimal, justifiable, and affordable.

140. Since 1981, the Ministry of Education divided the country into educational regions. Regional education officers had been appointed and funding provided through the Fourth World Bank Education Loan to build regional centres in three counties which could function as little management centres for the counties within the region. The weakest administrative link was between the district and school levels which were crucial contact points for administrative and instructional supervision.

141. On training and development, the delegate stressed that great emphasis had been placed on training as a vehicle for development in all African States, Liberia being no exception. Among the recommendation proposed for training development were the following:

1. Human resources development and utilization efforts should be closely linked to national development planning as an effective input into the national development process;
2. Education and training should be co-ordinated by a central body;
3. In order to achieve these objectives, it had been recommended that a National Manpower Development Council (NMDC) be established;
4. The operational arm of the Council should be a Bureau of Human Resources Planning and Development to be established within the appropriate government ministry or agency;
5. All ministries, agencies and public corporations should be required to establish training units within their organizations.

142. The Liberia Institute of Public Administration was primarily concerned with improving the administrative performance and professional capabilities of Government public services through training of personnel, research in problems of public administration and consultation in public administration with the purpose of developing, for maximum utilization, the potential manpower talent of the country. In order to carry out this mandate both efficiently and effectively, the Institute was organized into three main divisions, namely, the Division of Training, Research and Consultancy and the Library and Information Services.

143. The delegate noted that over the past three years, the Liberian economy had been in a continuous state of financial crisis. The principal causes of this ongoing crisis stemmed from (1) declining revenue due to weak world demand for Liberia's main export; (2) mounting debt service; (3) doubling of the minimum wage for public sector employees in April, 1980 and (4) widening foreign exchange gap. Current economic and financial conditions in Liberia, had brought about the need for a more comprehensive and effecitve financial management system.

144. He added that in the process of planned development, the development of sound financial management systems was essential if efficient and effective use of scarce resources were to be ensured. In addition, any plan for economic development must be accompanied by a plan for the development and full utilization of available human resources. This required that adequate provisions be made in the development plan for education and training.

145. In its effort to improve the financial management capability in the public sector in particular, the Government of Liberia, in collaboration with the U.S. Government, was institutionalizing a national in-country skills-oriented training programme. This project provided, among other things, detailed plans which had been developed for training in public financial management, accounting procedures, programme planning evaluation and management, budgeting systems for developing countries, and data processing. By stressing in-country training the following benefits were envisaged:

1. To train the largest number possible of public sector employees at the least cost;
2. To develop and administer training programmes that were directly relevant to the needs of the Liberian Public Services, and
3. To institutionalize training capability to ensure continuity of training programmes at the local level using local resources.

146. Finally, in view of the acute shortage of middle and high level skilled manpower, Government had intensified its training efforts by providing facilities for nationals both locally and in foreign countries in order to increase the number of trained Liberians who would be required to replace foreign technicians and simultaneously provide the needed skilled manpower. Although there were no available statistics to indicate costs and number of private students undergoing training in foreign countries. They were in substantial numbers. The return of these Liberians at the end of their training would, in addition to those trained from government funds, form a core of professionals and skilled labour required for sustained economic and social development.

C H A D

147. The delegate from Chad said he was sorry not to have been able to take an effective part in the First Conference which was of capital importance to his country. Years of war had left Chad training behind, and it had been unable to devote as much attention to socio-economic development as it ought.

148. The Government of the Third Republic, aware of the situation, was truly eager to lift Chad out of the rut of underdevelopment into which it had sunk during nearly 20 years of destructive war. Alone, however, it could not manage such a monumental task of reconstruction; international assistance was vital. His country thus needed to be represented at any international gathering dealing with development problems, and that explained his presence at ECA.

149. Human resources were the key to socio-economic development. People were a valuable resource for use in production, but needed to be processed in the interests of greater efficiency. The only way to process them was through an educational and training system properly matched to their surroundings and culture.

150. Economic development required an enormous quantity of financial, material and human resources which Chad did not have. Before turning to any specific national problems it was important to understand the country's overall situation, which was one of economic and financial decline, disrepair in the school system, decay in the teaching infrastructure, exodus in the expatriate teaching community, dwindling numbers in the foreign professional community and so forth.

151. The country was now in a phase of national reconstruction, and trying to recoup its position by reviving activities in all sectors of the economy, with priority given to human resources. Accordingly, a variety of programmes for assisting the educational sector, worth 10,275 billion CFA francs, had been put forward at the International Conference on Assistance to Chad held in Geneva in November 1982.

152. Human resource management in Chad was the shared responsibility of several ministries: (a) the Ministry of Planning and National Reconstruction; (b) the Ministry of National Education, which for the moment was in charge of education and training - in other words, the development of human resources; (c) the Ministry of Labour, Employment and Professional Training; (d) the Ministry of Female Advancement and Social Affairs; and (e) the Ministry of Public Administration, whose task it was to recruit and assign State employees to other ministries.

153. Beside these five principal ministries, another three had their own training institutions (agriculture, public works and health). National Planning, which encompassed human resources planning, was dealt with in the Ministry of Planning. It had not been possible to put the most recent four-year plan, covering 1978 to 1981, into effect owing to events in the country.

154. Since that time the Government had not only been running the country without the wherewith for development but had to deal with the reconstruction of a country ravaged by war and such natural disasters as drought. Human resource management had to be considered in that context.

155. All manner of constraints hampered achievement of stated objectives. Most of these were common to all the institutions involved in human resource management. The main difficulties stemmed from the virtual absence of infrastructure, scant financial resources, a dearth of qualified management and technical staff, a shortage of data and the amorphous nature of existing management structures.

156. In summary, Chad was trying to rise from its ruins but faced a great many difficulties. It faced such contradictory trends as high population growth but stagnant or decreasing economic growth. The result was high unemployment, chronic under-employment and a low level of human resource exploitation. Chad was therefore relying on co-operation from donor organizations, and on ECA assistance in particular, to help it make full use of its human resources.

BURKINA FASO

157. The delegate from Burkina Faso said that his country was at a turning point in its human resources policy. In explanation, he presented a statement that concentrated on three points: education and teaching; job promotion and career organization; and other factors affecting productivity and the quality of human resources.

158. In the educational sphere, the crucial problems to be overcome were inequality of access to schools; the irrelevance of current teaching approaches and methods to the nation's circumstances; the high rate of failures in examinations; the lack of solid grounding and advanced training among teaching staff; the lack of infrastructure and equipment, the lack of educational planning; and the lack of direction among the student population, whose members were also having difficulty in finding places at foreign universities. He emphasized the high prime costs of education at different levels of schooling.

159. In an effort to find satisfactory solutions to the problems it faced, the Government had decided to pursue political and ideological education of its citizens, the democratization of knowledge, the establishment of a formal link between education and production, the revaluation of the nation's cultural heritage, popular participation in the construction of school buildings, the expansion nd decentralization of Ouagadougou University, and the rational utilization of existing infrastructure.

160. In order to ensure smooth operation of services and full implementation of these measures, the Government had established new institutional machinery and strengthened existing structures. The institutions concerned were the National Committee on Curriculum Improvement and Follow-up, the National Research Committee on the Standardization and Alternative Use of National Languages, the National Information Committee and provincial information boards on the problems of education, and, finally, greater monitoring of private educational establishments.

161. The general position as regards job promotion and career organization was, at the time of the First Conference of Ministers, deplorable in the public, para-public, private, rural and non-structured sectors. Existing legislation was disregarded, citizens were given no facilities for setting up in business, and there was no planning in education, to name a few shortcomings.

162. In professional training and career organization there had been a wide variety of school and extra-mural institutions. National policy had been to allow administrative-type professional training institutions to proliferate although opportunities for scientific or technical education were few. In view of the large number of pre-employment training institutions, opportunities for on-the-job training were severely restricted. Apprenticeship schemes were poorly and unintelligently organized, representing a means for small businessmen to exploit young people. Little heed was paid in conventional education to the official rules laid down by the Ministry of National Education. The lack of coordinated funding was another characteristic of on-the-job training. The artisan class faced many difficulties and small cottage industries and manufacturing enterprises found survival difficult owing to the poor operation of existing institutional machinery.

163. Since 4 August 1983 and the coming of the People's Democratic Revolution there had evolved strong political will to plan and make efficient use of human resources. The entire country was to be turned into one vast workshop in which all healthy Burkinabé of working age would be required to play their part. Accordingly, a national people's service to channel the nation's energies, chiefly those of its young people, had been set up to guarantee both the permanent security of the population and economic and social development. A people's development programme, to mobilize all socio-economic strata, all intermediary bodies and all State services in national construction had been drawn up. The latter programme stressed human investments.

164. There were plans to offer new job prospects, advanced education and refresher courses, and technological development. In order to appreciate the full extent of job promotion problems in all socio-economic sectors the Government intended to establish new structures and strengthen those that existed already such as the National Population Council, the Permanent National Committee

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for Human Resources Planning, the National Commission for Personnel Placement, the National Commission for Orientation and Scholarship Awards and the National Committee for Migration Problems. For the purpose of facilitating the introduction and consistent application of a coherent technology development policy, the creation and buttressing of existing institutions was vital.

165. Several matters arose from the presentation, particularly on reforms in the educational system. On the impact of the drastic reduction in school fees, the delegate of Burkina Faso noted that, in the first place, because most private schools were primarily interested in profit maximization and tended to increase fees arbitrarily, government decided to apply controls on fees for primary and secondary education. This went hand in hand with a policy to establish a country-wide educational system. Subsidization of some schools was necessary in order to maintain the level and standard of education and to ensure that free education remained a basic right for every one.

166. On training, the delegate pointed out that considerable difficulties were being experienced and that there were noticeable shortages in skilled manpower in technical and allied fields. By and large technical education was in the hands of private organizations. But government had recently established vocational training institutions and planned to increase their numbers, using funds derived from training levels.

167. On the issue of what was being done to assist public servants who had been dismissed for mismanagement, corruption and a range of other reasons, and now constituted an unemployment problem, the Burkina Faso delegate stated that the government had been aware that this problem would arise. But, it had chosen the lesser of two evils. It was planned to introduce schemes to encourage those affected to go into farming and other productive activities and to be re-educated so that they could contribute to development efforts.

168. The language policy adopted by the government was a subject of interest. The delegate elaborated on the policy of using one national language in each of the three major regions as a means of easing communications problems. Replying to a question on how his country utilized the remote sensing training centre in Ouagadougou, the capital, the delegate noted that the potential benefits had not been fully exploited. However, students interested in the sciences participated in the Centre's training programmes.

CAMEROON

169. The delegate from Cameroon said that, in line with the Lagos Plan of Action and the resolutions of the Monrovia Conference, human resources planning was important and had even become a basic requirement in his country's development planning process.

170. With respect to manpower and employment planning the major policy guidelines focused on controlling unemployment and underemployment thr h:

(a) The improvement of productivity in the rural areas

Agriculture still accounted for three quarters of total employment in Cameroon. It was, therefore, necessary to improve incomes in the rural sector through a policy of judicious and remunerative prices to producers. During the last two years cash crop prices had increased 35 per cent compared to 1981 prices. Moreover the policy of promoting employment in the rural areas which emphasized improving labour productivity, especially in the food sector, was the basis for his country's objectives of food self-sufficiency and the development and diversification of primary sector exports. In order to ensure that young people do not move out of rural areas various activities had been initiated including training and use of modern farming techniques. The Office national de participation au developpement (ONPD) - National Department for Participation in Development - was specifically responsible for that task. In 1983, 1054 young people had been settled in rural areas with the appropriate technical, logistic and financial support.

(b) The creation of paid employment

One of the major activities currently under implementation was the establishment of a Master Plan on Industrialization which would permit the utilization of raw materials and local qualified manpower. With respect to human resources, the main aim of the Plan was to eliminate unemployment among school leavers, to train skilled workers, to rapidly Cameroonize jobs and to effectively assimilate technologies. Right now, Cameroonization of jobs was completed at the level of unskilled and skilled workers, almost completed (97 per cent) for foremen's jobs; and was improving steadily at supervisory level.

(c) The promotion of small and medium-sized enterprises

In order to equip young people with enough skills to break into the job market the State was taking action to encourage young businessmen by providing them with financial facilities and technical support. There were two national structures responsible for that policy: the Fonds de Garantie pour les petites et moyennes entreprises (FOGAPE) and the Centre d'Assistance aux Petites et Moyennes Entreprises (CAPME).

171. In education and vocational training, the main policies initiated concerned:

(a) Strengthening the educational system in terms of quantity and quality. The average rate of scholarization at primary school level in 1984 was about 72 per cent. With respect to secondary education efforts had been stepped up since the introduction of the Fifth Development Plan (1981) to carry out reforms that would encourage technical education. With respect to higher education, the recent meeting of the National Council had recommended that higher education - which took place primarily at the University of Yaounde, the University Centre of Douala, the University Centre of Bschang and the University Centre of Ngaoundere - should become vocation-oriented.

(b) Vocational training: it included all the aspects of education that were not covered by conventional education. It included rapid vocational training centres under the Ministry of Labour and Social Welfare as well as inter-business centres, learning centres, handicrafts and rural centres (CAO) and home economics centres (CFI).

(c) Training for public administration requirements. National schools trained all categories of civil servants; the major schools were:

- Ecole nationale d'administration et de magistrature;
  (National School of Administration and Magistrature);
- Ecole nationale supérieure des travaux publics;
  (National Higher School of Public Works);
- Ecole nationale supérieure des postes et telecommunications;
  (Higher School of Posts and Telecommunications);
- Centre universitaire des sciences de la santé;
  (School of Health Sciences);
- Institut de statistique, de planification et d'économie appliquée
  (Institute of Statistics, Planning and Applied Economics);
- Ecole nationale supérieure d'agriculture
  (Higher School of Agriculture);
- Institut des relations internationales du Cameroun
  (Cameroonian Institute of International Relations);
- Ecole supérieure des sciences et techniques de l'information
  (Higher School of Information Sciences and Techniques);

Most of those institutions admitted foreign students. Various schools had also been set up to train middle-level manpower in areas such as nursing, wildlife, zootechnical and veterinary medicine. Cameroon also hosted regional training institutions such as the Institut de formation et de recherche demographique (IFORD), the Institut panafricain pour le developpement (IPD), and the Centre regional africain d'administration du Travail (CRADAT).

172. Among the governmental structures responsible for human resources management and promotion mention could be made of (a) the ministries: the Ministry of Planning and Land Management, the Ministry of Education, the Ministry of Higher Education and Scientific Research, the Ministry of Labour and Social Welfare, the Ministry of Agriculture, the Ministry of Animal Husbandry and Livestock Industries, the Civil Service, the Ministry of Social Affairs and the Ministry of Women's Affairs; (b) Interministerial departments: the National Labour Council, the Public Service Commission, the Joint Committee on Wages and Labour Agreements, the National Commission on Cameroonization, the National Committee on the Development of Technology the National Commission on the Development of Technical Education and the National Council for Higher Education and Scientific Research, (c) Organizations: the National Department for Participation in Development, Employers' and Workers' Trade Unions (Syndustrican, GICAM, UNTC).

173. In conclusion, since the adoption of the Monrovia resolutions, Cameroon had always made efforts to promote the development and utilization of human resources. Under its system of education and vocational training, priority was accorded to developing appropriate manpower skills for the job market. In the rural sector, the policy of improving labour productivity should make it possible to slow down the rural exodus. In the salaried sector, the Master Plan on Industrialization would permit a greater absorption of skilled manpower while the encouragement of small and medium-sized enterprises would promote a new breed of Cameroonian businessmen.

174. The meeting decided that any discussions on the reports of Ethiopia, Chad, Burkina Faso and Cameroon would take place in the committees or in subsequent plenary sessions.

IX. Progress report by the ECA Secretariat

175. Introducing documents E/ECA/HRP/TC/84/1 and E/ECA/HRP/TC/84/1/Add.1, the representative of the Secretariat reminded the delegates that ECA existed for the purpose of providing services to member States. He proceeded to list the areas in which the Secretariat organized its training, research, information dissemination, advisory services, and institution-building activities. These included manpower planning, education for development, training and career planning, labour and employment, public financial management, training institutions, fellowships, public administration and management. He noted that the thrust of ECA's activities in all these areas was in line with the decisions and recommendations of the meeting of the First Conference of Ministers responsible for Human Resources Planning, Development and Utilization.

X. Committee work

176. The meeting broke into two committees for an in-depth discussions on specific aspects of human resources planning, development and utilization. The following major conclusions and recommendations were endorsed by the meeting.

Policies and Institutional Machineries

A. Policies

177. The meeting, recognizing the centrality of human resources in the national socio-economic development process, encouraged member States to adopt comprehensive policies in the field of human resources as part and parcel of overall national development strategies.

178. Member States should ensure that the main thrust of such policies was on maximizing the utilization of existing human resources in order to accelerate the process of self-reliant development.

179. Member States were encouraged to review policies in the field of human resources from time to time so that they could be adapted to the changing needs of the economy.

180. Member States were encouraged to undertake regular surveys of human resources in order to facilitate the formulation of plans for the effective utilization of such resources.

181. Member States should appreciate that an effective policy on human resources rested on three main pillars, namely planning, development and utilization.

Objectives

182. Member States should ensure that objectives in the area of human resources ought to achieve the following:

(a) meet the present and future demands of the economy with trained and skilled personnel; and to provide a skill base which is fundamental to national development;
(b) enhance productivity and efficiency in all sectors of the economy, including the informal sector;
(c) constantly up-grade skills in order that the work force can respond with flexibility and adaptability to changes in technological and economic development;
(d) ensure that local skills and experiences are developed in order to replace expatriate workers;
(e) adopt and apply appropriate working conditions of service and incentive systems in order to realize the full potential of skilled manpower; and
(f) reform the educational systems so that they could respond more effectively to changing needs of the economy and the labour market.

Utilization

183. For the effective utilization of existing human resources, it was important that:

(a) Member States should effectively mobilize existing human resources for national development;
(b) Member States should have realistic recruitment policies which would ensure the effective allocation and matching of skills with job demands;
(c) Member States should ensure that all potential employees have easy access to existing labour market information systems;
(d) Member States should devise and apply appropriate working conditions of service including incentive schemes to attract and retain professional and skilled manpower;
(e) Those member States facing the problem of the 'brain drain' are encouraged to devise measures that are conducive and attractive for the return of nationals living and working abroad and, thereby, improving the stock of available manpower; and
(f) States are encouraged to avoid frequent and inappropriate movement of personnel in the public service, especially at senior levels, in order to ensure continuity of policy formulation and implementation.

B. Institutional Machinery

184. Member States are encouraged to set up appropriate machineries to facilitate the formulation, co-ordination, implementation and evaluation of policies and practices. Such machineries should include the following:

(a) A central agency responsible for the over-all planning, policy formulation and co-ordination of human resources development and utilization. Such an agency should be centrally placed in order to be effective;
(b) Sub-organs at various levels dealing with specialized functions of human resources development and utilization which are effectively co-ordinated by the central agency to avoid duplication and wastage;
(c) A central labour market information system; and
(d) A centralized manpower data bank to facilitate access to manpower information.

185. Human resources machineries should be staffed with properly qualified personnel and adequate financial resources made available to facilitate effective implementation of policy.

186. The ECA and OAU should encourage the participation of experts from member States in the building and consolidation of human resources machineries of the other sister States.

Strategies for Integration and Coherence in Human Resources Programmes

187. The meeting noted that performance in the field of planning, development and utilization of human resources had been particularly poor in the last decade. It was also noted that unemployment and underemployment affected a vast majority of the population and that poverty affected large numbers in both urban and rural areas. Such basic needs as education, health, water and sanitation, housing, food and nutrition were not always adequate and so threatened the development of quality human resources. This being the case, it was necessary that the delivery of these basic needs indicators should be kept under continuous surveillance.

188. One can think in terms of input indicators, output indicators and ultimate objective indicators. For example, an input indicator in the field of health may be hospital beds per population; an output indicator would be incidence of disease or more generally health. Similarly in the field of education, an input indicator may be teacher/pupil ratio, and an output indicator the rate of literacy. The ultimate objective indicator for both would be human welfare.

189. The following tables present an illustrative list of indicators and strategies on each indicator that can serve as focal areas for continuous surveillance and intervention for quality human resources.

Major Indicators	Input Indicators	Output Indicators	Strategies
1) Population	a) Density b) Rate of growth c) Rate of urbanization d) Population distribution, i.e. rural/urban ratios e) Structure of population	a) Adequacy or inadequacy in providing for human resource quality enhancement services	a) Each country should determine its population strategy in accordance with its socio-economic performance and potentialities b) Long-term forecasting
2) Food and Nutrition	a) Per capita calories and nutrient supply b) Relationship between consumption of food (in terms of nutrients/calories) and the estimated nutritional requirements for vulnerable groups (e.g. mother and children)	a) Mental, physical and emotional balance	a) To ensure the production distribution and consumption of nutritious foods; b) To maintain, improve and protect the status of health and nutrition of the population with pertinent/or reference to vulnerable groups
3) Education (knowledge, skills and attitudes)	a) Enrolment ratios b) Teacher/pupil ratio c) Content balance d) Instructional materials/ teacher/pupil ratios	a) Literacy and numeracy ratios b) Knowledge and skill formation c) Cultural/traditional values and practices preservation or enhancement	a) Accessibility to basic education for all b) The availability of a system for selection and guidance into the next educational level c) The availability of a variety of options in relations to identified aptitudes d) Curriculum balance to meet identified occupational activities e) Waste minimization f) Variety of teaching/ learning methods and techniques in relation to curriculum development with specific tasks to

Major Indicators	Input Indicators	Output Indicators	Strategies
Education			levels of training with emphasis on indigenization of training
4) Health	a) Hospital beds b) Medical staff i.e. doctors, nurses, etc.	a) Mortality rates b) Mobidity rates, i.e. disease prevalence and incidence	a) Emphasis on preventive rather than curative medicines b) Emphasis on core group of medicines c) Minimize costs in order to guarantee accessibility to medical treatment d) Health information and education systems e) Primary health care services
5) Water	a) Accessibility to safe drinking water b) Availability of water for agricultural and industrial production	a) Minimization of infectious water-borne diseases b) Drought prevention	a) Identification and purification of water wells and streams b) Preservation and storage of water c) Maintenance of water facilities
6) Housing	a) Availability of water for agricultural and industrial production	a) Health b) Minimization of temporary housing c) Human dignity enhanced d) Public morale reinforced e) Improve social standards	a) Financing housing development b) Appropriate building materials c) Site and services with emphasis on local materials d) Low cost housing programmes e) Pilot distribution and equity f) Rent purchasing scheme
7) Industrialization	a) Capabilities in support of policy making and planning b) Enterpreneurial capabilities c) Managerial capabilities	a) Capacity utilization b) Quality product c) Employment generation d) Knowledge and technology formation e) Meeting local consumption demands	a) Emphasis on production for mass consumption b) Emphasis on satisfaction of basic needs c) Encouragement of the use of local technology d) Rational exploitation of natural resources

Major Indicators	Input Indicators	Output Indicators	Strategies
Industrialization	d) Engineering, technological and scientific capabilities e) Technicians and skilled workers f) Repair and maintenance capabilities g) Mobilization and optimization of financial resources h) Environment pollution and toxic agents emission control measures and standards	f) Production of export commodities g) Standards for cleaner non-toxic agent emissions	e) Emphasis on the development of and processing of raw materials f) Toxic emission and environmental pollution control measures
3) Environment and Human settlements	a) Afforestation b) Soil conservation c) Water resources conservation d) Energy conservation e) New and renewable energy management f) Urban renewal programmes g) Pollution control h) Wild life conservation	a) Sustainable forests, water, energy, goods and services and employment generation b) Improved climatic conditions, a healthy climate and quality of life c) Satisfactory human settlements and standard of living d) Preservation of genetic resources	a) Afforestation and soil conservation programmes b) urban-rural renewable projects and programmes c) Sanitation/environmental health d) Environmental training programmes for conservation e) Environmental standards for pollution control
3) Communication	a) Road/rail/harbour infrastructure b) Air services infrastructure c) Telex/telephone infrastructure d) Pathsound walk ways in urban and rural areas e) Road safety measures f) Common language	a) Facilitate individual and social interraction b) Better distribution of goods and services	a) Development of common languages

Major Indicators	Input Indicators	Output Indicators	Strategies
10) Work, income generation and employment	a) Human resource deployment acts b) Improved technology, processes work content, knowledge, skills, and work structure c) Human resource managerial capabilities, job description, and supervisory capabilities d) Incentive systems, income distribution, and labour productivity policies e) National industrial classification of all economic activities f) National director of occupational titles	a) Income, enhanced purchasing power and reduction of poverty b) New/improved technology, new knowledge, new attitudes, new jobs/income generation activities c) Status enhancement, self-extension and self-definition and fulfilment, subsequently self assurance and dignity enhanced d) High dependency ratio decline	a) Human resource deployment acts b) Job analysis and restructuring c) Balance between muscle intensive and knowledge intensive jobs d) Equity of income generation opportunities between rural (marginal and economically depressed areas) and urban areas e) Fiscal policies and incentive systems to stimulate productivity and investments f) Planned job-creation/ income generation opportunity development

190. Since most of the foregoing indicators, particularly health, education, may be purchased out of income, income is often taken as an indicator of welfare. Income is derived from work (employment) and hence the importance of that indicator. Thus, income distribution with its corrolary, poverty may be specified as additional ultimate objective indicators.

191. Employment should be seen as a basic right in itself, since it affects physical as well as mental and emotional well-being of a human being. As a vast majority of the African population are found in the agricultural sector, agriculture should be given greater priority with emphasis on nutrition and food production so as to reduce malnutrition and income differentials between rural and urban areas which contribute to rural-urban migration and subsequent unemployment.

192. In the final analysis priority should be the development of manpower to plan, develop and deliver the appropriate programme outputs in the above-mentioned human resource development quality enhancement programmes.

Overall Strategy

193. As regards the above inputs, outputs, and strategies (para. 190) the following general points may be noted:

1. The foregoing indicators constitute strategic elements to which global policy guidelines should be addressed. In turn, the global measures on each will have to be related to specific policies by each agency working in that field.
2. Distribution of factors that enhance human resources development between urban and rural areas is very uneven. Consequently, a balance should be struck.
3. There are inextricable linkages among all these factors. For example, education has an impact on health and nutrition has an impact on both health and education. Consequently, advantage should be taken of these complementaries and an appropriate strategy developed to enforce complementarity and coherence.
4. The community should be involved in the planning, production, delivery and consumption of goods and services.
5. The overall national machinery for human resources management should establish linkages with other government agencies responsible for delivery of programmes dealing with each of these indicators.

194. For effective implementation of the above programme areas as implied in the indicators, priority should be given to the training and development of staff to plan, design the strategies, develop and deliver the related output indicators.

XI. Consideration of the ECA Programme of Work and Priorities

195. A representative of the Secretariat introduced document E/ECA/HRP/TC/84/12, "Programme of Work and Priorities for 1984-1985 in the fields of Education, Training, Labour, Management and Employment". Since the work programme had been adopted by the Commission's legislative bodies, he pointed out that the document was being presented primarily for information purposes.

196. The representative of UNESCO requested that planning for future activities should take into account the recommendation of the First Conference that there be greater coordination of activities at the country level and among UN Agencies and other organizations with programmes in the human resources field to avoid duplicating efforts and waste of limited resources. This was particularly important in the implementation of the ECA Programme of Work, 1984-1985. In reply, the Secretariat noted that already efforts to promote greater coordination and cooperation were under way and that, for this purpose, a committee had been set up under the chairmanship of the OAU. It was hoped that its report would spell out concrete modalities and mechanisms for meaningful cooperation and coordination.

XII. Date and Venue of Next Meeting

197. The secretariat provided information to the meeting on what, from the point of view of ECA, was expected from any member States that offered to host the next meeting. First, facilities would include conference hall and committee meeting rooms, offices and equipment for use by the Secretariat, airport reception, transportation, support staff, etc.

198. Second, the host country would have to shoulder certain financial obligations. The General Assembly of the United Nations had decided that a member State hosting a meeting would have to meet expenses arising from the fact that the meeting was not being held in the headquarters of the UN organization concerned. That is, the cost difference between holding the meeting in headquarters and holding it away from headquarters. This would mainly involve air fares and daily subsistence allowance of the UN Secretariat staff for servicing the meeting, ranging from 12 to 17. All local costs, such as overtime payments, would also be borne by the host country.

199. The Secretariat requested that this information be taken into account before a committee was made to host the Third Conference of Ministers Responsible for Human Resources Planning, Development and Utilization.

200. The Technical Committee noted that, in the context of the economic crises confronting the continent, the costs to be borne by any member State desiring to host the next meeting were rather high. If ECA could not find ways of reducing these costs it was likely that all future meetings would be held at ECA headquarters. The meeting decided that the date and venue of the next meeting should be left for the Conference of Ministers to determine.

XIII. Any Other Business

201. The delegate of Rwanda raised the issue of the Subregional Graduate School of Business Management for Central Africa, an issue which he had wanted to raise in the discussion on the document "Progress Report by the ECA Secretariat" (E/ECA/HRP/TC/84/1) rather than under this agenda item. Essentially, he requested an explanation as to why there had been no follow up on his Government's offer to host the meeting of experts which was to prepare recommendations on modalities for establishing the Central African Graduate School. The ECA secretariat explained some of the problems that had arisen which had made it difficult to hold the meeting. He expressed appreciation for all the preparatory work already undertaken by the Government of Rwanda.

202. The delegate of Tanzania raised the question as to why few member States had prepared country progress reports, as requested by the ECA secretariat. Furthermore, why not enough time had been allocated for consideration of those that had been submitted to the meeting. In reply, the secretariat noted that the decision to postpone presentation of some of the country reports for the meeting of the Ministers had been taken by the Technical Preparatory meeting itself, in the interest of avoiding duplication. The question of time would be taken into consideration in planning future meetings.

XIV. Adoption of the Report

203. The Technical Preparatory Committee of Officials considered the draft report of its deliberations and adopted it, as amended.

XV. Closure of the Meeting

204. At the closure of the meeting the Chairman thanked all participants for the serious manner in which they had approached their task and for the high technical level of the discussions. He hoped that such high standards would be maintained in future meetings. The Chairman also thanked other members of his Bureau for the support given to him in conducting the meeting so smoothly. Finally, he expressed his sincerest appreciation to the ECA Secretariat, the supporting staff, interpreters and translators for the excellent way in which they had organized and serviced the meeting. He then closed the meeting.